

TECHNICAL & FINANCIAL FILE

SUSTAINABLE AGRICULTURE KIGOMA REGIONAL PROJECT (SAKIRP)

TANZANIA

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THE BELGIAN
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ABBREVIATIONS

AAS	Assistant Administrative Secretary
AFM	Administration and Finance Manual
AIDS	Acquired Immunes Deficiency Development Syndrome
AMCO	Agricultural Marketing Cooperative Organisation
ANO	Announce of No Objection
ARDI	Agricultural Research and development Organisation
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASDP	Agricultural Sector Development Plan
ASDS	Agricultural Sector Development Strategy
ASLM	Agricultural Sector Line Ministries
BFFS	Belgium Fund for Food Security
BLS	Baseline Survey
BTC	Belgium Technical Cooperation
CAADP	Comprehensive Africa Agricultural Development Programme
CB	Capacity Building
CBO	Community Based Organisation
CBODP	Capacity Building & Organizational Development Plan
CBTNA	Capacity Building Training Need Assessment
CMO	Implementation Agreement
CRDB	Cooperative Rural Development Bank
CSO	Civil Society Organisation
CSP	Chain Service Provider
DADP	District Agricultural Development Plan
DAICO	District Agriculture, Irrigation and Cooperative Officer
DED	District Executive Director
DFP	District Focal Point
DFT	District Facilitation Team
DRC	Democratic Republic of Congo
EPC-LGAP	Enhancement of Procurement Capacity of Local Government Authorities Project
ETR	End Term Review
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organisation of UN
FO	Farmers Organisation

GEWE	Gender Equality and Women Empowerment
GIS	Geographic Information System
GoT	Government of Tanzania
HIV	Human Immunodeficiency Virus
HR	Human Resources
IFAD	International Fund for Agriculture Development
ITA	International Technical Adviser
JLPC	Joint Local Partners Committee
KIYADO	Kibondo Youth Agricultural Development Organisation
L&A	Logistics and Achats (BTC)
LGA	Local Government Authority
LIC	Local Investment Climate
M&E	Monitoring and evaluation
MATI	Ministry of Agriculture Training Institute
MFI	Microfinance institution
MIS	Market Information System
MIVARF	Market Infrastructure Value Addition and rural Finance Support Programme
MoF	Ministry of Finance
MoU	Memory of Understanding
MTR	Mid Term Review
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania
NGO	Non-Governmental Organisation
NMB	National Microfinance Bank
NRM-LED	Natural Resources Management – Local Economic Development
NTA	National Technical Adviser
O&OD	Opportunities & Obstacles for Development
PAIOSA	Programme d'appui institutionnel et operationnel au secteur agricole (du Burundi)
PASS	Private Agriculture Sector Support
PIU	Project Implementation Unit
PLHIV	People Living with HIV
PMO-RALG	Prime Minister's Office for Regional Administration and Local Government
PPP	Public Private Partnership
PRIDE	Promotion of Rural Initiative and Development Enterprises Limited
PSC	Project Steering Committee
PSO	Private Sector Organisation

RAS	Regional Administrative Secretary
RR	Resident Representative (BTC)
RS	Regional Secretariat
RSP	Regional Stakeholder Platform
SA	Specific Agreement
SACCAS	Saving and Credit Cooperative Association
SACCOS	Saving and Credit Cooperative Organisation
SAKIRP	Sustainable Agriculture Kigoma Regional Project
SC	Steering Committee
SIDO	Small Industries Development Organization
SRHR	Sexual and Reproductive Health and Rights
TAFSIP	Tanzanian Agriculture and Food Security Investment plan
TBS	Tanzania Bureau of Standards
TCRS	Tanganyika Christian Refugee Service
TFF	Technical and Financial File
TOC	Theory of Change
TOR	Terms of Reference
VC	Value Chain
VCD	Value Chain Development
VCDF	Value Chain Development Fund
VCF	Value Chain Finance
VICOBA	Village Community Bank
WR	Women's Right
WRS	Warehouse Receipt System

EXECUTIVE SUMMARY

Agriculture is the main economic activity in Kigoma Region and employing over 70% of the population of the region, dominated by small scale farmers, especially women. The major crops are maize, beans, cassava, rice, bananas, oil palm, coffee, tobacco and various fruits and vegetables. Recently sunflower has been introduced in the region. The agriculture in the Kigoma region is characterized by low crop production and productivity, poor service delivery, lack of farmers' organization, poor market access, weak linkages between actors and the lack of active search for supporting each other and achieving a win-win collaboration.

Agriculture is one of the two priority sectors in the current Development Cooperation Programme (2014 – 2015) between the Government of Tanzania and the Kingdom of Belgium. Within this framework the Ministry of Agriculture Food Security and Cooperatives requested the support for a project on sustainable agriculture in Kigoma region. In the identification fiche was indicated that the project should contribute to achieving the Millennium Development Goals and to Gender equality & Empowerment. The project should be also in line with and support the Agriculture Sector Development Strategy (ASDS).

The second ASDS (2013/14 – 2020/21) includes the development of key commodity value chains and indicates the importance of enhancing market efficiency. Strengthening public and private partnerships for improving agricultural support services is also one of its strategic priorities.

This project aims to support agricultural development in Kigoma through a pro-poor value chain approach.

The overall objective is: *local economic development and wellbeing of smallholders is improved in Kigoma region through sustainable agriculture development.*

The specific objective is: *smallholders' income is increased and diversified in Kigoma region, especially for women, through pro-poor value chains development.*

The specific object is to be reached through achieving the following five complementary results:

- R1: Value chains management and coordination mechanisms are installed and steer cassava and beans value chain development.
- R2: Sound financial mechanisms are developed and financial organizations are strengthened to support value chains development.
- R3: Public and private chain supporters provide effective services to value chains actors.
- R4: Stronger position of smallholders in the value chain through improved integration and empowerment.
- R5: Improved market access and sustainable trade

The project will facilitate value chain development through organizing and empowering smallholders and linking them with traders, facilitating value chain financing, strengthening value chain service provision, market intelligence and multi stakeholder processes. Gender equity in the development of value chains will be of great importance.

The value chains of cassava and beans show the highest potential for pro-poor value chain development if one looks at the market potential, the potential for the promotion of gender equity and women empowerment, the contribution to household food security, the income potential and the overall outreach of the chain in Kigoma. Therefore these two value chains are selected as priority chains for the start of the project. Indirectly other value chains will also benefit from the project.

The five results will address the three complementary levels of value chain actors, value chain supporters and value chain environment.

The direct beneficiaries of the project are the smallholders, especially women and other chain actors of the cassava and beans value chains. Secondary beneficiaries will be the local chain supporters, including the Region and the Districts.

The project has the following guiding principles for its strategy: (i) promoting sustainable agriculture and strengthening empowerment of farmers 'organizations through Farmer Field Schools; (ii) a market driven pro-poor value chains development; (iii) facilitating finance of VCD from the start onwards, (iv) promoting gender equity and empowering women; (v) strengthening farmers' organisations; (vi) promoting sustainable business models and applying business principles. Special attention will be paid to the promotion of an active role of young actors in the VCD and the inclusion of people living with HIV and AIDS (PLHIV).

Promoting multi-stakeholder processes and the participation of the private sector and civil society in the implementation of activities is embraced in the strategy of the project.

The execution period is 60 months, of which 9 months will be for the baseline/inception phase. The Belgian contribution for this project is 8M€ complemented with a Tanzanian contribution of € 800,000. The management of the Belgian contribution is done under the BTC direct management mode as the Tanzanian Treasury does not allow to open project accounts in co-management at regional and district level.

Institutionally the project will be anchored in the Regional Secretariat of the Kigoma Region as a specific project implementation unit (PIU) under the Regional Administrative Secretariat (RAS). The Joint Local Partnership Committee (JLPC) will function as the Project Steering Committee under the Chairmanship of the RAS with further representatives of MAFC, PMO-RALG, Ministry of Finance and BTC Representation.

ANALYTICAL RECORD OF THE INTERVENTION

Intervention number	NN 30 164 73
Navision Code BTC	TAN 14 031 11
Partner Institutions	MAFC, PMO-RALG / RS, Ministry of Finance,
Length of the intervention	Implementation period 60 months Specific Agreement 72 months
Estimating starting date of the intervention	2015
Contribution of the GoT	€ 800,000
Belgian Contribution	€ 8,000,000
Sector (CAD codes)	31120: Agricultural development
Global Objective	Local economic development and wellbeing of smallholders is improved in Kigoma Region through sustainable agriculture development
Specific Objective	Smallholders' income is increased and diversified in Kigoma region, especially for women, through pro-poor value chains development.
Results	<p>R1: Value chains management and coordination mechanisms are installed and steer cassava and beans value chain development.</p> <p>R2: Sound financial mechanisms are developed and financial organisations are strengthened to support value chains development.</p> <p>R3: Public and private chain supporters provide effective services to value chains actors.</p> <p>R4: Stronger position of smallholders, especially women, in the value chain through improved integration and empowerment.</p> <p>R5: Improved market access and sustainable trade</p>

1 SITUATION ANALYSIS

1.1 National agricultural sector policy framework

The Government of Tanzania (GoT) formulated the **Tanzanian Development Vision 2025** as the long-term development framework for the country to eradicate poverty and attain sustainable development of the economy.

The medium term development goals are expressed in the **National Strategy for Growth and Reduction of Poverty 2010/11-2014/15 (NSGRP)**, which aims also at achieving the targets that are outlined in the Millennium Development Goals (MDG's). The NSGRP recognizes agriculture as an important sector in economic growth and poverty reduction. It also points at the need for improving gender equality and mainstreaming HIV&AIDS issues into the core activities of key economic sectors, such as agriculture.

The **Agricultural Sector Development Strategy (ASDS)** is the strategic blueprint. The ASDS strategic objectives include:

- Creating an enabling and favourable environment for improved productivity and profitability in the agricultural sector;
- Increasing farm incomes to reduce income poverty and ensure household food security.

The ASDS identifies the following five strategic priority areas:

- Strengthening the institutional framework to facilitate partnership and coordination in developing the agricultural sector;
- Creating a favourable environment for commercial activities;
- Public and private partnerships for improving agricultural support services;
- Strengthening marketing efficiency for agricultural inputs and products;
- Mainstreaming agriculture in the decentralized planning process under the local government authorities (LGAs).

Based on the ASDS the **Agriculture Sector Development Plan (ASDP)** was formulated. The three main strategies under ASDP are:

- Increasing agricultural productivity and profitability by creating favourable conditions for enhanced investment, product diversification, intensification of agro-processing to reduce post-harvest losses and wastes;
- Promoting private sector/public sector and processor/grower partnerships through fostering sustainable business relationships to ensure access to markets, inputs and technology for primary products and raw material processors;
- Implementing ASDS through **District Agricultural Development Plans (DADP)** to empower farmers, local communities, civil society and the private sector in general in determining priority interventions for poverty reduction in their respective districts.

The **first ASDP (2006 – 2013)** was perceived by donors as a heavily state-centre development strategy concentrating resources on central government ministries and their dependent parastatals, while limited attention was given to markets and the private sector.

The **second ASDS is now ongoing (2013/2014 – 2020/2021)** and includes the development of key commodity value chains such as rice, maize, oilseeds (sunflower) and other value chains such as pulses/legumes and bananas.

In an effort to give more emphasis on private sector-led development of agriculture, the Government together with some private sector players formulated the '**Kilimo Kwanza**', which brings a more robust involvement of the private sector. The existing policy framework recognizes the importance of the participation of the private sector including cooperatives and community based organizations. However, some fear that Kilimo Kwanza's support for agribusiness may imply less support to smallholders.

The **Comprehensive Africa Agriculture Development Programme (CAADP)**, endorsed by African Union heads of state (Maputo 2003), is said to be 'an African led and Africa owned initiative and framework to rationalise and revitalise African agriculture for economic growth and lasting poverty reduction results'. The Government of Tanzania (GoT) signed the CAADP Compact in July 2010 together with development partners, private sector, farmers, regional economic communities and civil society organizations. The compact outlines the agreed policies, strategies, priority areas, investment plans and resource requirements for the development of the agricultural sector in the country that will lead to economic growth and food security and overall reduction of poverty.

Subsequently the GoT formulated the **Tanzanian Agriculture and Food Security Investment Plan 2011/12-2020/21 (TAFSIP)**, which entered in the policy arena in addition to ASDP and 'Kilimo Kwanza'. Although TAFSIP formally recognises the 'private sector' as the 'engine of growth', it is largely oriented towards state rather than private investment, and privileges state led-activities. TAFSIP specifically points at the importance of including gender, HIV/AIDS and environment as crosscutting issues.

The second **ASDS** (starting November 2013) indicates in its SWOT analysis the comparative advantage of Tanzania for several agricultural commodities which should be exploited by enhancing the productivity and improving efficiency along the value chains. It indicates that some food crops have a high potential as export commodities given the expanding food market in the neighbouring countries. It indicates also that enhancing the market efficiency continues to be crucial for maintaining (improving) the profitability of both food and non-food crops. It also gives special attention to sunflower.

Yet all these crops suffer from low level of yields and their productivity is rather stagnant. The main reasons are:

- Low levels of mechanization and application of improved farm inputs;
- Slow rate of improvement in agricultural service delivery, particularly extension;
- Low level of private sector participation in service delivery and commercial activities;
- Weak market linkage which affects commercialization opportunities;
- Inadequate agro-processing and value addition facilities.

Although not mentioned as a reason for slow space of agricultural development, the ASDS recognizes the importance of access to finance and elaborates on supporting grassroots-level micro finance institutions and encourage commercial banks for setting aside funds for financing value chains.

The implementation of the ASDS is the responsibility of all Agricultural Sector Lead Ministries (ASLMs) at the national level, while the PMO-RALG will oversee the implementation at local level. The involvement of all these ministries require coordinated direction from the Inter-Ministerial Coordinating Committee for multi-sectorial involvement in implementation of the strategy, with particular emphasis on creating conditions conducive to the participation of the private sectors. PMO-RALG is the main implementer of the strategy at local level and ASLMs have an advisory role and do backstopping.

Orientations for SAKIRP:

- Value chain development and public private partnership are high on the GoT agenda. These can be embraced by the strategy of SAKIRP.
- A challenge for SAKIRP will be to link a value chain approach (vertical, linked to a commodity) with a regional economic development approach (horizontal, linked to a territory). The fact that the project is hosted by the regional office should facilitate such a linkage. SAKIRP can be seen as an opportunity for the region and the districts to spur regional economic development through a value chain approach. SAKIRP can give the financial means and the technical expertise to support the implementation of the regional and district economic development policies through a value chain approach and develop their capacity for playing its facilitating role in value chain development.

1.2 Kigoma regional profile¹

1.2.1 The economy of Kigoma

The economy of Kigoma region is based on three sectors: agriculture (maize, banana, cassava, beans, coffee, oil palm, and tobacco), fishing (sardines, 'migebuga' and aquarium fish) and trade & industry (palm oil processing, and trade with Burundi, DRC, and Rwanda). Yet the economy of Kigoma region remains **dominated by its agriculture**.

Kigoma-Ujiji has long been (for more than 200 years) a regional inland commodity exchange centre for the Great Lakes region. The region still sees itself "*as the natural inland hub for trade in the Great Lakes region*". **Cross border trade** (of agricultural products) is indeed massive, notably to Burundi and DRC, but also to more distant countries: Rwanda, Uganda, Sudan, and Zambia. Most of this cross border trade is informal and uncontrolled and does not generate direct resources for the LGAs and the GoT. (See Box 1 for additional information on cross border trade).

Poor rural infrastructures (roads notably) and being remote from larger internal markets remain a critical issue. This leads to high price differences of agricultural commodities between districts. Significant improvements are expected to happen within the next 2-3 years with the completion of several tarmac roads linking Kigoma Region to several important urban areas.

Important investments are foreseen in connection with this cross border trade: one stop border posts, markets and warehouses along the border, Kigoma special economic zone (KISEZ of 700ha, 15min drive from Kigoma Town, designed as a "*world-class business hub and vehicle for industrial growth and development*"), export processing zone,, commodity markets, free port upgrading, trade and logistic hub with a dry port, roads, etc.

There are relatively few donor funded projects and NGOs active in Kigoma as compared to other regions. Few farmers' organisations exist and those are in general weaker as compared to other regions of Tanzania.

Though the number of refugees has increased over recent years, there are still many illegal migrants in Kigoma. These provide cheap labour force to the agricultural sector.

Lastly security is still an issue on some roads.

¹ A very detailed regional profile is presented in the identification report.

1.2.2 A food basket

Kigoma is a “food basket” and is known as one of the “big six” regions of Tanzania as regards agriculture. The region has significant excesses of carbohydrates and proteins from its agriculture, hence is a net exporter to other regions and countries. Kigoma experiences rarely food shortage. **Food security is in general fairly good** apart from some pockets of food insecurity. Important price variation (maize and beans) also affect food security during the year. Yet in general food security is not a key concern in the region.

Land for agricultural development is said to be still available. Yet one should keep in mind that slash and burn / rotations requires more land than what is actually cultivated and that pastoralists are also users of the land. In addition, even if land is available, it is not easily accessible to individual smallholders due to complicated application procedures and price. Many farmers’ groups are actually established to access collective plots while farmers find it too difficult to do it individually. There is an increasing pressure on land.

There are three broad agro-ecological zones: (i) highlands, (ii) lower lands, (iii) lake shore and river beds. There are also significant differences between districts in terms of cropping systems. Yet some crops such as maize, beans and cassava are of importance for all 6 districts.

Agriculture is a major economic activity in Kigoma employing more than 70% of the population. Agriculture is dominated by small scale farmers who employ very limited capital investment in the production process.

According to the Agricultural crop census (NBS, 2012), maize is the dominant annual crop grown in Kigoma region with a planted area of 95,170 hectares (38.9%), followed by beans with a planted area of 58,776 hectares. Maize and beans are often intercropped. Other crops in order of their importance (based on area planted) are cassava, banana, groundnuts, sorghum, paddy, sweet potatoes, mung bean, tobacco, tomatoes, bulrush millet, finger millet, cow peas, sunflower, cocoyam, bambara nuts, green gram, wheat, cabbage, field peas, Irish potatoes and yams.

Orientations for SAKIRP:

- **The Food Security is fairly good, which gives good opportunities for value chain development according to business principles and for increasing farmers’ integration into the market with limited risk for food security for them.**
- **The importance of cross border trade and the fact that most value addition is currently done outside Kigoma Region for certain crops (such as cassava) are key elements to consider for value chain development.**
- **The issue of cross border trade provides an interesting base for working with districts and the region and for fostering value chain development and regional development by for example improving the permit system, looking at the taxation and the revenues for the districts, etc.**
- **The project should keep a close watch at the situation in Burundi since a lot of trade is taking place with this country. In addition BTC is currently a major Development Partner for bilateral cooperation in Burundi having significant interventions in the agricultural sector there. Possibly synergy on exchange of experiences and information might be possible.**
- **Kigoma Region is currently changing and more changes are expected in the near future that may have a positive impact on its trade with surrounding areas. With the opening of the region, it is an important challenge to make sure that small producers and especially women benefit also from this through sustainable market access and trade resulting in better profit for them.**
- **SAKIRP pro-poor value chain development approach must be aligned with the regional and**

district economic development approach.

Kigoma located on the most western part of the country shares its borders with the Democratic Republic of Congo (DRC) and Burundi. The Kigoma – DRC boarder is formed by Lac Tanganyika. Natural features such as rivers, valleys and hills form the Kigoma – Burundi border. Due to its position and the fact that transport to other regions in the country is not well developed, all districts in Kigoma region have highest advantage in trading with both DRC and Burundi.

The main product traded is cassava which is a major food crop in both DRC and Burundi. Other products include maize, beans, banana (fresh banana or local brew known as *katoga*), palm oil, hides & skin, sardine and a range of industrial production such as mattress etc.

Legal cross border trade is done on 4 border posts (i.e. Mabamba, Manyovu, Kigoma port, and Kirando) which have Migration, Tanzania Revenue Authority (TRA), and Phytosanitary offices. There are more than 20 other important locations where the border is crossed illegally. Actually most of cross border trade is done illegally. This is due to: (i) Lack of staff and funds to open and operationalize official border posts; (ii) Cumbersome procedures to obtain both import and export permits; (iii) Presence of crops diseases in both countries leading to an export ban.

Legal export from Tanzania requires: export permit from Tanzania (currently only obtained from Dar es Salam, but should be obtainable soon from Kigoma), import permit (from Burundi or DRC), phyto-sanitary certificates, paying custom, cess and other fees. All these procedures appear to be cumbersome and acts as barriers to trade especially for petty (small) traders. Thus many traders opt for illegal routes.

Box 1: The specific issues of cross border trade

1.3 Analysis of the relevant agricultural supply chains in Kigoma region

This section describes and analyses in more details the most relevant supply chains and analyses them. First some definitions of the main concepts used in this TFF.

Box 2 : Definitions of the main concepts used in this TFF regarding value chain development (Source: «Chain empowerment: supporting African farmers to develop markets», KIT, FAIDA, IIRR, 2006)

- **Supply chain:** A supply chain is a set of linkages between actors where there are no bindings or sought after formal or informal relationships, except when the goods, services and financial agreements are actually transacted.
- **Value chain:** A value chain is a specific type of supply chain – one where the actors actively seek to support each other so they can increase their efficiency and competitiveness. They invest time, effort and money, and build relationships with other actors to reach a common goal of satisfying consumer needs – so they can increase their profit.
- **Vertical integration (for farmers):** Refers to the level of involvement of farmers in activities after the on-farm production process. Vertical integration may be favoured with farmers being involved in activities after the production process: collection of products, storing, processing, marketing...;
- **Horizontal integration (for farmers):** Refers to the level of involvement of farmers in the governance of the value chain. Horizontal integration may be encouraged with farmers being increasingly involved in the value chain governance: market intelligence, planning VCD, contracting...
- **Value chain actors:** The economic actors involved in the chain: input suppliers, farmers and their FOs, collectors, traders, brokers, and processors.
- **Value chain supporters:** Actors providing technical and financial services to value chain actors.
- **VCD: value chain development:** The upgrading process of a supply chain into a genuine value chain.

1.3.1 Comparative analysis of the main supply chains and crops

1.3.1.1 Comparative analysis of the main crops

The formulation mission analysed the supply chains of six crops: maize, cassava, beans, bananas, sunflower and oil palm.

Criteria were established for selecting the crops and the supply chains around these crops for which

pro-poor value chain development may have positive impact for smallholders and especially women. The criteria used for ranking the crops were the following: the market potential of the crop, the potential for gender equity and women empowerment, the contribution to feed security at household level, the income potential of the crop for smallholders and the outreach.

According to these 5 criteria **cassava and beans obtained the highest ranking**. See Table 1 and Table 2.

Both crops were then checked against environmental criteria: impacts on natural resources and impacts of climate change. Cassava can cope relatively better than other crops with climate change while beans play a significant role in sustaining soil fertility.

Criteria/Crop	Cassava	Beans	Palm oil	Maize	Banana	Sunflower
Market potential	+++	++ ²	++ ³	+	+ ⁴	+
Gender equity	+++	+++	+++	+	+	++
Food security at household level	++	+++	++	+++	+++	+
Income potential	+++	++	++ ⁵	+	++	++
Outreach	+++	++	+ ⁶	+++	++	+
Overall score	14	12	10	9	8	7

Table 1: Ranking of the 6 crops in Kigoma according to 5 criteria

² + in Kasulu and Buhigwe.

³ with the introduction of new variety.

⁴ ++ in Buhigwe

⁵ after 5 years of the introduction of the new variety

⁶ ++ in 3 Kigoma, Uvinza and Kasulu

	Cassava	Beans	Palm oil	Maize	Banana	Sunflower
Market potential	Massive cross-border flow to Burundi, DRC, Rwanda, Soudan, Uganda, etc. Cassava from Kigoma is well known and well appreciated. Several products can be processed. Yet currently most value addition is done outside Kigoma.	Kigoma yellow beans are well known. There is some cross border trade. Demand is high especially in Kasulu. Tanzania is a net exporter of beans.	Demand exceeds the supply. Kigoma palm oil is well known. Tanzania imports oil (possibility of import substitution). Yet potential is high only for improved trees and not for the current varieties and old trees.	No market in 2014 due to bumper harvest. In Kigoma the supply often exceeds the demand and Kigoma is far from main Tanzanian cities. Decreasing price trend. High price variation during the year and the value is captured by people having stores.	Supply exceeds the demand in Kigoma. Many bananas remain unsold. Other regions are better positioned and banana is very bulky. There is however some potential in Buhigwe.	Demand for oil exceeds the supply, but competition with palm oil which is more appreciated in Kigoma. Kigoma is behind other regions for sunflower. So far not enough processing units. Probably only a niche market.
Gender equity	Women already involved in primary processing. Potential to improve. There are some women groups. There are several possible steps for adding value where women could be involved.	This is a women crop. Women are involved in production and sales, women own more of the value chain.	Many women involved in processing. Opportunities to improve the process. Caution: Children also sometime involved in processing.	Women also have their maize field, but there are few women groups for maize. Limited activities were women are involved along the chain (as compared to cassava and beans).	As a permanent crop it is dominated by men.	If considered a pure cash crop may be dominated by men. But as a new crop both men and women are interested.
Food security at household level	Important as food and as a new cash crop. Less affected by climate change. Good storage in the field before harvest.	This is an important and cheap source of protein. This is a staple food in Kigoma (every meal). Beans contribute to fertility management.	Palm oil is appreciated and contains Vitamin A.	Important for home consumption and the surplus is sold. Large surfaces of maize cultivated in the region (1 st crop). Food preference for maize ugali in the region.	Important for food security in most Districts of Kigoma (though less in the lower land).	Limited so far.
Income potential	Cassava is developing as a new cash crop. Decreasing losses + better processing (higher quality) can bring more cash.	Limited opportunities for transformation but high opportunity for getting better prices from storage. Mostly a food crop with surplus being sold.	High for the new improved varieties, but currently low with the current varieties and the old trees.	Decreasing price trend. Yet farmers could benefit from storing and selling when prices are higher. Other regions are closer to large urban centers to supply them.	Limited.	As cash crop high potential, even higher than tobacco, if sufficient processing units and market outlet is assured.
Outreach	Most farmers in the 6 districts cultivate cassava. There are some farmers' groups. Many actors along the chain	Most farmers cultivate beans. Kasulu is the biggest production area.	Limited to 3 districts.	Most farmers involved in the 6 districts. 1 st crop in the region.	Important in Buhigwe, but less in other districts.	Very limited so far. Very few farmers. The supply chain is incomplete (e.g. very few processors).
Overall score	14	12	10	9	8	7

Table 2: Comparison of the 6 crops according to 5 selection criteria

1.3.1.2 Comparison of the main supply chains in Kigoma region

In comparing these 6 supply chains, it can be noticed that these 6 supply chains have achieved very different levels of development (see table 3) and therefore would call for different support strategies.

Three supply chains (cassava, beans and palm oil) are already fairly well developed involving many actors and massive flow of products. In addition Kigoma has some comparative advantages for these three crops. Maize and banana supply chains are somehow working reasonable in Kigoma region, but show important dysfunctions (products remain unsold). The sunflower supply chain remains so far un-complete.

As a matter of fact there are currently **no supply chains working as real value chains in Kigoma region**, but there is potential for upgrading some into value chains.


From supply chain to value chain 			
Incomplete supply chains in Kigoma region	Supply chains somehow working in Kigoma region	Fairly well developed supply chains	Value chains
Few chain actors, some economic actors missing, limited product flow	Many actors, overall product flow is variable (from limited to high), Kigoma region does not have a comparative advantage	Many actors at all level of the chain, massive flow of product, cross border trade, Kigoma region has a comparative advantage	Many actors seeking collaboration for an effective and efficient functioning of the supply chain
<i>Sunflower</i>	<i>Maize</i> <i>Banana</i>	<i>Cassava</i> <i>Palm oil</i> <i>Beans (Kasulu)</i>	None so far in Kigoma region

Table 3: Comparison of the main supply chains in Kigoma region

Sunflower: Few farmers are involved in each District ranging from a few hundred hectares to a few thousands hectares per district and very few processors (max. 6 reported by Districts) are in place. Some economic actors and links are missing in the supply chain. Districts, NGOs and Churches are therefore trying to fill some of the gaps (for instance for seed distribution or processing). Production and processing is so far still subsidized (free seeds, free machines). Yet few cases of private processors who had to establish their processing machines to process their own grain production are reported. The chain does not go beyond Kigoma (no oil produced in Kigoma is sold outside Kigoma) and Kigoma region remains a net sunflower oil importer. Kigoma region is so far lagging behind other Tanzanian regions as regard sunflower value chain development and has probably less comparative advantage as regard sunflower production and marketing. Some farmers have not been able to market their grain production due to the absence of processing facilities. Yet there is a strong political will in some districts to develop such supply chain into a real value chain. Upgrading such incomplete supply chain into a value chain is actually feasible and should not be too complicated because so far only few actors are involved in the chain.

Banana: Kigoma region (apart from Buhigwe District) has no comparative advantage as regards banana production and marketing in comparison to other regions such as Kagera (less favourable agro-pedological conditions, longer distance to markets). The demand for banana products is not certain and at harvest time the supply largely exceeds the demand hence leading to massive losses (unsold bananas). However many farmers are involved in banana production. There are important dysfunctions in the supply chain.

Maize: The vast majority of small-holder farmers grow maize in Kigoma region (usually intercropped with beans). Maize is primarily a food crop, while only the surplus is sold. The local market is largely influenced by the Tanzanian and the international market. In 2014 due to a bumper harvest the supply exceeds the demand and important stocks remain unsold. The market is characterised by high prices fluctuations along the year, prices being always very low at harvest time when many farmers are

forced to sell their surplus to get cash (and to buy maize later in the year when prices are high). Kigoma has no comparative advantage for maize production as compared to other Tanzanian regions. The supply chain is also dominated by big companies at the end of the chain and characterized by a rigid and un-transparent system of intermediate traders. There are many small maize millers in villages and towns.

Beans: The vast majority of small-holder farmers grow ‘common beans’ in Kigoma region (usually intercropped with maize). Beans are primarily a food crop, while the surplus is sold. It is often referred to the “women crop” due to very strong involvement of women in the crop, both in production and in the sales. Many women are actually involved along the supply chain: production, collectors, and traders. Beans are particularly important in Kasulu District, which is one of the major beans production district of Tanzania. The overall demand exceeds the supply. Beans are marketed mostly dry, and to a limited extend fresh. No transformation takes place. There are important prices variations during the year. There is trade with other districts and regions but also an important cross-border trade. Kigoma yellow beans are well known. The beans supply chain is already fairly well developed, notably in Kasulu district. Upgrading the supply chain into a value chain may benefit women.

Cassava: Many small-holder farmers produce cassava. It has become a cash crop. Many actors are involved along the supply chain: collectors, brokers, traders, processors, transporters. Women are actively involved at different levels of the chain. A massive trade is taking place, notably to Burundi, Rwanda, DRC, Sudan and Uganda. The demand for beans exceeds the current supply. Several products are traded in Kigoma region (raw cassava, ‘cossettes’ of low to high quality, flour, spirit) and the market is segmented (high quality vs. low quality). Kigoma region has a comparative advantage and is well known for its cassava, yet suffers from poor infrastructures (cassava is very bulky). The cassava supply chain is fairly well developed in the whole of Kigoma region: many actors involved, massive flow of products, important cross border trade, different products traded. Yet, surprisingly most of the value addition takes place outside Kigoma region, mostly in Burundi. **There is a high potential for value addition in the region and to upgrade the chain into a value chain:** value addition in Kigoma, improving the quality of ‘cossettes’(dry cassava), organising collective selling, negotiating long term partnership, elaborating new products, etc. Yet this is likely to be more complex as actors are already involved in the chain.

Palm oil: The small-holder farmers who cultivate palm trees are mostly fond along the lake shore and the rivers. The crop is mostly grown in Kigoma district and municipal council, in Kasulu and Uvinza. Yet Kigoma region is well known for its palm oil. The demand seems to exceed the current supply. Trade and processing involves many actors: collectors, transformers, traders. Women are actively involved in the chain. Several products are marketed: red oil, refined oil, soap. There is an interesting limited integrated supply chain at the SIDO compound in Kigoma for the soap sub-supply chain. Though limited to only a part of the Kigoma region, the supply chain is fairly well developed: several products traded, some job diversification, Kigoma palm oil is well known. When old trees will be replaced by higher yielding varieties the potential to increase the incomes for producers is very high.

Orientations for SAKIRP:

- ➔ **Based on the above comparative analyses, cassava and beans seem to be the most promising crops for implementing a pro-poor value chain development having positive impact for small-holders, notably for women. It is expected that both supply chains could evolve into value chains. Because many actors are involved, including beyond the borders, such an upgrading process will however be complex.**
- ➔ **For the start, the project should focus on these two crops to ensure the quality of the intervention. Once significant progresses will be achieved with cassava and beans, other value chains may be considered.**
- ➔ **Cassava and beans are among the priority crops of the districts. Yet they are not necessarily the priority crops under the DADPs. SAKIRP will therefore have to pay special attention to see how cassava and beans value chain development can be fully embraced by the districts.**

1.3.2 Specific analysis of the cassava supply chain

As stated before, the cassava supply chain is already **fairly well developed**: many actors are involved, large quantities are traded, different products exist, etc. Cassava from Kigoma is well known and the region has a comparative advantage for this crop. Actually the cassava supply chain goes beyond the borders of Kigoma region and most value addition, processing and a huge part of the flow of goods takes place outside Kigoma Region, especially Burundi but also beyond (Rwanda, DRC, Sudan, Uganda, etc.). Figure 1 below, gives a quick overview of the cassava supply chain. These preliminary findings should be confirmed and deepened at the beginning of the project and during the project.

Producer level: According to the Agricultural crop census (NBS, 2012), 112.201 households grow cassava in Kigoma region. This represents about 49.4% of the total crop growing households in the region. The total production of cassava during the census year was 91.413 tonnes from a planted area of 51.842 hectares resulting in a **low yield of 1.8 t/ha, much below the agronomic potential**. The area planted with cassava accounted for 21% of the total area planted with annual crops and vegetables in the census year. Cassava is cultivated in all six districts. The average cassava planted area per cassava growing households is 0.5 hectares. Most cassava is cultivated by individual farmers while there are only few farmers' groups.

Most farmers are re-using their own seeds / cuttings. The Big Power Group, a farmers group in the district of Kakonko, is the main supplier of improved seeds / cuttings in Kigoma region and even to other regions. There are a few other farmers' groups who are currently emerging to produce improved cuttings, especially in the districts of Kakonko and Kibondo with assistance from IITA.

At farm level the main constraints are access to land, access/availability of improved cuttings (free of disease), low quality retting / wet fermentation and drying leading to low quality 'cossettes' (dry cassava), farmers have limited bargaining power as they are poorly organized and living scattered.

Cassava adapts well to climate change and the fact that it can be stored for long periods of time in the field before harvest is an advantage.

Intermediate level: Different channels are identified (see figure 1 below) to reach the final buyers.

- Some farmers directly sell their raw cassava and 'cossettes' (dry cassava) at local markets or process it through local service mills (mostly owned by men). Some women (as individual and groups) are locally involved in collecting 'cossettes', grading them, and processing them through service mills in order to sell flour (this is well developed in Kigoma town including for export markets). (Channel D).
- These local markets also feed markets along the border where small traders are exporting 'cossettes' to Burundi (Channel C) using bikes, motorbikes and cars (without export permit).
- Yet preliminary findings indicate that most traded cassava (cossettes) is collected by several layers of village collectors and purchased by **Burundian traders through local brokers** (about twenty in Kibondo district). These brokers capture an important part of the value while not adding value to the product; yet they do provide a service. Cossettes are then exported to Burundi (in 25 tons trucks) and processed in Burundi into several products: high quality flour, low quality flour and spirit. Flour is then consumed in Burundi or even re-exported to Rwanda, DRC and even Sudan and Uganda. This channel A seems to be the main one (but has to be verified by the project through the market surveys).
- Another channel involves Tanzanian exporters of cossettes working without brokers (channel B).

The main constraints identified are: the high number of intermediaries (including brokers capturing a high portion of the value), scales are often manipulated, few long term business agreements, high taxes and difficult to obtain an export permit.

Intermediaries along the chain are mostly men apart from the women involved in grading cassettes and producing flour (through service mills).

Actually **little is known so far with regard to the final demand and final buyers**. Surprisingly **most value addition is done outside Kigoma** region and even outside Tanzania. The current demand seems higher than the supply and is rather segmented.

Products	<p>Cassava products produced/sold in <i>Tanzania</i>:</p> <ul style="list-style-type: none"> • Raw/dried cassava: Demand is higher than supply; • Chips for fish food: Demand is locally higher than supply (where fish farms exists); • Consumer chips: These chips are very well distributed in all type of shops in urban areas. The brands sold are manufactured by the same company that produces potato and banana chips. Technology seems to be specific. No information available on demand related to supply. • Cassava flour is processed by local maize miller normally using the same machine as for maize processing. Millers are mostly operating as service millers. Cassava flour can also be mixed with maize flour. <p>Products produced in <i>neighbouring countries</i>:</p> <ul style="list-style-type: none"> • Cassava flour (processed in Burundi from Tanzanian dry cassava and consumed in Burundi or re-exported to Rwanda): the market potential/demand of flour processed in Tanzania needs to be further assessed. • Alcohol made from (low quality) cassava (processed in Burundi and consumed as well in Burundi as Tanzania). Estimations of the % of raw cassava processed into alcohol vary between 15 and 25% of exported cassava. In 2014, Burundian authorities prohibited the production of this alcohol. This had a consequence that the prices of raw cassava dropped.
Quality	<ul style="list-style-type: none"> • The quality perception of cassava from Kigoma compared to other regions is high. • The quality benchmark for flour in Dar es Salam is the TBS certificate. • Quality can definitely be improved at farm level through better drying. There is a significant price difference between white and black cassava (good and bad quality), yet the demand for good quality cassava in Burundi needs to be confirmed.
Consumer trend and preferences	<ul style="list-style-type: none"> • Cassava flour is less preferred than maize flour. • The Burundian consumer highly appreciates cassava 'ugali', whereas Tanzanian consumers seem to prefer 'maize ugali'. • The Rwandan consumer has higher quality requirements than the Burundian, and is willing to pay a higher price for that quality. • Mixed flours and specific flours targeting babies, children and diabetics seem to be a new trend. Those flours have more shelf space in urban areas than 'single' cassava or 'maize' flour.
Opportunities for product development	<p>These opportunities till have to be researched, as well at the level of demand of cassava of national breweries, bakeries, biscuit factories, consumer chips factories, manufacturers of animal food.</p> <p>Quality seems a major issue and can definitely be improved (better drying at farm level).</p>
Competition	<ul style="list-style-type: none"> • Flour is mainly processed by small maize millers (service) and sold on local markets. • 3 cassava-flour manufacturers were identified in the shops in Dar es Salam: Gem Natural foods, Power Flower Ltd, Coast Millers from Tanga.
Price	<ul style="list-style-type: none"> • Strong price variability between districts. • Dried cassava is very bulky, so cost of transport is high: 1kg of fried cassava = 25% flour. Transporting flour would considerably reduce cost price. • Cassava flour is more expensive than maize flour.
Place	<ul style="list-style-type: none"> • Cassava flour less distributed than maize flour as well in Dar es Salam as in Kigoma. • Cassava flour is sold in Burundi, Rwanda, DRC, Zambia, Tabora, Shinyanga, Kagera, Kahama. • Vast majority of individual farmers. First few informal farmer groups: in majority they work around seed multiplication, jointly clearing land and around common sales

Table 4 : Preliminary overview of cassava market

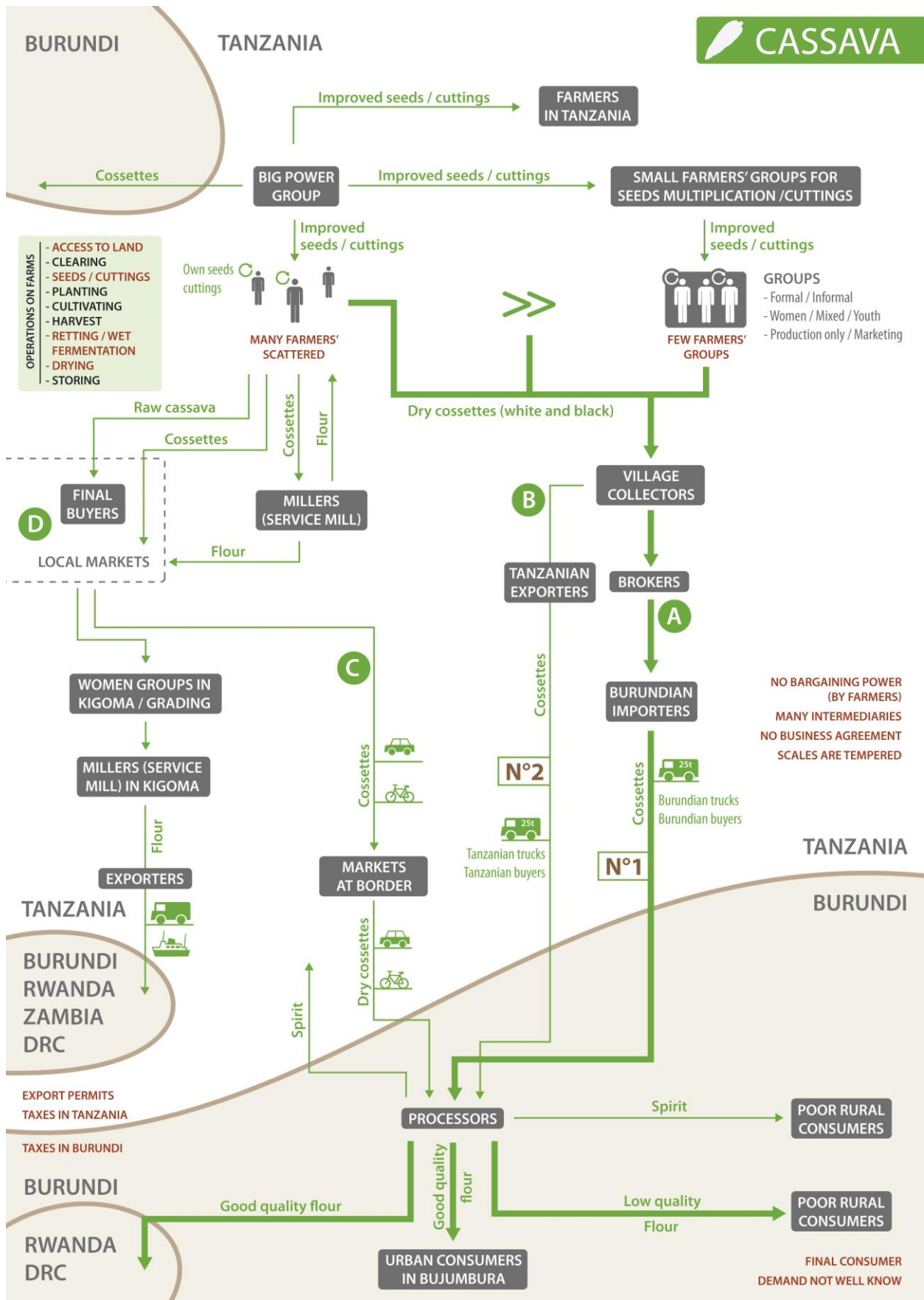


Figure 1: Preliminary cassava supply chain mapping (from the cassava supply chain workshop)

Possible orientations for SAKIRP (to be confirmed by the initial market survey and the value chain mapping):

- To upgrade the cassava chain, SAKIRP should **not** start to focus on production issues. Currently production issues are not the key problem in the supply chain.
- A value chain development strategy may be built around the following activities: (i) Improving retting / wet fermentation / drying at farm level; (ii) Supporting farmers' organisations to engage in collective selling of 'cossettes' (including grading and quality control); (iii) Supporting the establishment of long term relationship with buyers (to avoid going through brokers) and to get producers closer to the final buyers; (iv) Supporting value addition in Kigoma by private investors.
- To ensure value chain development contributes to local economic development, the cassava value chain development strategy and plan should be elaborated jointly by economic chain actors **and** representatives of the Districts for defining their role in facilitating the value chain development. Issues of local taxation should also be looked at.
- SAKIRP should acknowledge the complexity of the existing cassava supply chain. It has its own organisation with already many different types of actors involved, having each their own interests. The value chain mapping and assessment will be a crucial step to understand better the value chain. Combined with a market survey it will allow the chain actors jointly with the chain supporters, including the Districts to design a value chain upgrading strategy.

1.3.3 Specific analysis of the beans supply chain

The beans supply chain is also **fairly well developed in Kigoma region** (see figure 2). It is more developed in **Kasulu district** in comparison with other districts: high production area, higher quantity traded, Kasulu town being a big centre for beans trade.

Producer level: There are currently no improved seeds available for farmers. The producers mostly re-use their own seeds or obtain so-called "seeds" from the market (actually normal grain with no proper screening). Apart from the absence of improved seeds, beans production is also hampered by pests and diseases in the field leading to low yield. There is still scope for improving yields. Beans are mostly intercropped and play a **significant role in soil fertility management**. Beans are known as the "**women crop**", women playing an important role in the production and in the sale and having a relatively good control over the benefits derived from this crop. Beans are sold mostly at harvest time when prices are low; some farmers may have to buy beans later in the year when prices are high. There are very few organised groups (much less than for cassava).

Intermediate level: Women are also involved as intermediary actors in the chain. There are many women active as primary collectors. Higher in the chain the proportion of women tends to decrease (bigger quantities, longer distance to travel). Yet the majority of the big traders in Kasulu town are women. Collectors and traders often store beans locally (in houses or warehouses) to derive some benefits from the important price fluctuation. To reduce **losses during storage** chemical treatments are applied. Actually many consecutive treatments may be applied before beans reach the final consumers. This constitutes a health hazard while improved bags (air tight bags such as the one promoted by Purdue University) may constitute a cheap and safe alternative. Limited cleaning and grading takes place along the chain.

Preliminary findings indicate that the main channel goes to other regions of Tanzania through the Kasulu Market (channel A), before being possibly exported. Alternatively some Burundian buyers are buying from local market (channel B) or from the big traders in Kasulu (channel C) to import beans to Burundi.

Final buyers: Actually little is known so far as regard the final demand and final buyers. The current demand seems higher than the supply but this should be further investigated during the initial market survey.

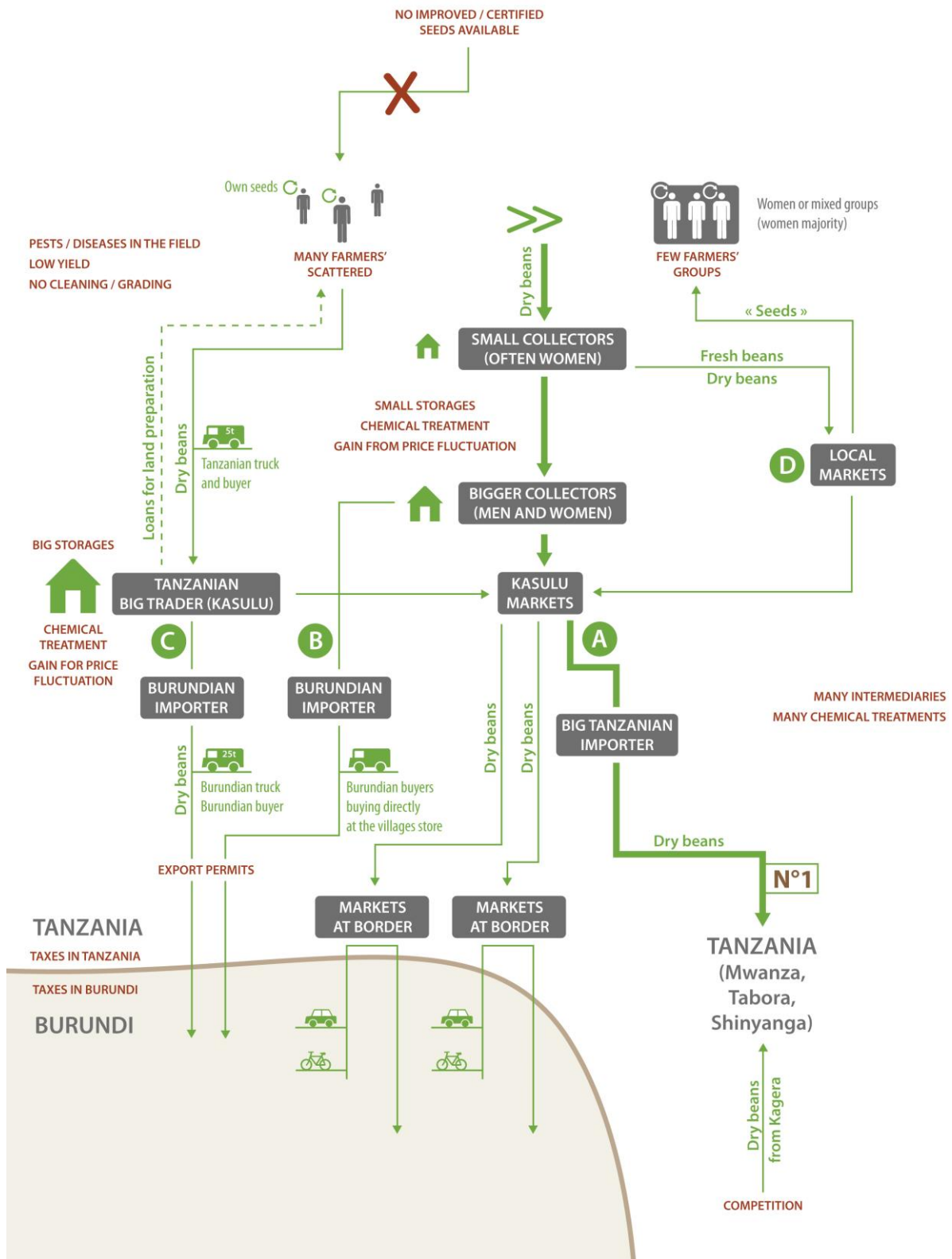


Figure 2: Preliminary beans supply chain mapping (from the beans supply chain workshop)

Products	<ul style="list-style-type: none"> • Kigoma has a comparative advantage with its yellow beans: they are specific to the region and seem to be very much appreciated by the buyers/consumers as well at regional level, as in neighbouring regions. • Supply is higher than demand during harvest season, but demand exceeds supply at the end of the year (Nov-Dec). • Beans are mostly traded dried and to a lesser extend fresh. There is no other form of processing, no other products.
Quality	<ul style="list-style-type: none"> • Losses in the field and at post-harvest are important. Pest and disease affect the quality of beans.
Consumer trend and preferences	<ul style="list-style-type: none"> • Important international demand (India) for beans. • Beans from Kigoma are by many consumers more preferred than from other regions (good quality)
Opportunities for product development	<ul style="list-style-type: none"> • Limited in terms of processing. • Yet big opportunities for reducing post-harvest losses (improved storage through air tight bags / air tight silos rather than using chemicals).
Competition	<ul style="list-style-type: none"> • Competition on yellow beans is low. Apart from Kigoma, this variety seems to be produced in Mbeya and Arusha only.
Price	<ul style="list-style-type: none"> • There is strong price variability throughout the seasons and between districts. Prices are very low during harvesting season and very high at the end of the year. The value is then captured by traders that own warehouses. There is an opportunity for warehouse receipt system.
Place	<ul style="list-style-type: none"> • Kasulu is one of the first common bean producing district in Tanzania. • Beans sold in Burundi, Rwanda, RDC and other regions of Tanzania.

Table 5: Preliminary overview of the beans market

Orientations for SAKIRP :

- A value chain development strategy may be built around the following activities: (i) Support existing farmers' groups / women groups to engage in collective selling of beans to improve their bargaining power, while making sure that women have control over the resources; (ii) Support farmers' groups to implement warehouse receipt system with improved technologies (possibly air tight bags) so that farmers benefit from higher prices; (iii) Support traders with improved storage technologies to reduce chemical treatments.
- The major production issue looks to be supply of improved seeds, which will most probably addressed by another development partner. To ensure value chain development contributes to local economic development, the cassava value chain development strategy and plan should be elaborated jointly by economic chain actors and representatives of the Districts for defining their role in facilitating the value chain development.

1.4 Assessment of chain actors

1.4.1 Farmers' organizations within the supply chains

There are various farmers' groups in Kigoma region with different legal status: few registered cooperatives (mostly Agricultural Marketing Cooperative Organizations on coffee and tobacco), few farmers' groups registered as NGOs and many Community Based Organizations (CBOs) known at district level (FFS, farmers having a collective plot, etc.) but not registered.

Coffee and tobacco AMCOS are the strongest. Most of the other farmers' groups dealing with food crops are very weak. They are mostly informal groups with limited activities and weak leadership. The majority are rather recently established (less than 5 years). Some groups received support from projects (Districts, churches, NGOs) notably in the form of seeds, processing machines.

Many recent groups started collective production through a collective plot obtained from the village. These collective plots are often planted with cassava. Several reasons can be put forward to explain such interest in collective production: (i) A collective plot is a cheap and easy way to secure additional village land (the process is more complicated for an individual); (ii) Setting up groups is a precondition to get support from the Government or from projects; (iii) Collective production allows farmers to discuss their issues while working together on the collective farm; (iv) Cassava is a clear marker of land exploitation. A collective plot for production is therefore often the first collective action. Other collective actions may later be developed to access inputs or to sell collectively their crops.

Farmers' organisations and farmers' networks are less developed in Kigoma region than in other regions partially due to less support for development initiatives in the Region by state and non-state actors. MVIWATA (see box 3) regional network remained dormant during the last 10 years and is quite behind other MVIWATA regional networks and the national umbrella body. It has been re-launched in 2014 following a change in leadership. It now claims more than 2 000 members in Kigoma region – a majority being women – and its process for further development at the level of wards, districts and regional level, is still underway. A stronger **MVIWATA farmers' network** in the Region can have an important impact on the agricultural development in the region.

Women groups are often said to be stronger than men or mixed groups: "*Women are serious and are very committed to their groups*". Belonging to a women group is certainly a way for women to increase their financial autonomy from their husband. (See the following section for additional information on women groups).

Kigoma region has also many saving and credit groups, either fully fleshed **SACCOS, or SACCAS or even smaller VICOBA**s. Women are particularly active in the VICOBA's, which are at village level and require less financial means to join. These MFI provide loans to individuals to meet their social needs (school fees, hospital...) and to support income generating activities that are often related to agriculture. Some of these saving and credit groups are now developing activities directly related to input supply and sale of agricultural products.

Although the majority of farmers' organisations are weak in Kigoma region, some farmers' groups are becoming increasingly active and demonstrate an interesting potential. Some of these groups are for instance engaging in collective sales, which are potential entry points **for future value chain development**.

Introduction to MVIWATA: Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA) is a farmers' organization which unites small-scale farmers in order to have a common voice in defence economic, social, cultural and political interests of small-scale farmers. It is the acronym for the National Network of Small-Scale Farmers Groups in Tanzania. Founded in 1993, MVIWATA aspires to empower small-scale farmers economically and socially through capacity building and to undertake lobbying and advocacy especially by strengthening their groups and networks, facilitating communication and learning so that they are capable of defending their interests. MVIWATA was founded by 22 innovative farmers from Morogoro, Iringa, Kilimanjaro, Mbeya, Rukwa and Dodoma regions for the purpose of creating a farmer-to-farmer exchange forum. Sokoine University of Agriculture (SUA) through its Strengthening Communication Project (SUA-SCOM) guided the initial process in the formation of MVIWATA. It was registered in 1995 under the Society Ordinance Act (Reg. no. SO 8612), in 2000 as the Trust Fund. In 2007 MVIWATA received a compliance certificate under the NGO Act of 2002 (Reg. no 1930). The national office of MVIWATA is situated in Morogoro town.

The slogan of MVIWATA is Mtetezi wa Mkulima ni Mkulima Mwenyewe literally means the defender of the farmer is the farmer.

MVIWATA Goal: To unite small holder farmers (including all small producers whose livelihood depend on land such as pastoralists and fisher folk) in order to defend their interests and address the challenges of farmers with one voice.

MVIWATA Mission: To strengthen farmers' groups and networks, facilitate communication and learning through media to raise voices of voiceless and exchange visits among farmers for the purpose of defending the interests of small scale farmers.

MVIWATA Vision: To become a strong farmers' organization that will guarantee small-scale farmers' participation and representation in socio-economic and policy dialogue process at various levels through learning, initiating, implementing and monitoring social and economic development processes.

MVIWATA Objectives: (i) To facilitate communication among small scale farmers in order to build collective strategies for defending farmers interests; (ii) To facilitate exchange of knowledge, experiences and ideas on farming and activities which aim at improving the livelihood of farmers; (iii) To represent small holder farmers in matters and decision making bodies of interest to smallholder farmers.

MVIWATA strategies: MVIWATA was formed to address challenges facing small-scale farmers such as lack of a strong organization in the country, exclusion of small-scale farmers from decision making process and decision making organs on matters that touch their welfare, unreliable markets of agricultural produce and lack of access to financial services. To address these challenges, MVIWATA has been implementing various interventions focusing on lobbying and advocacy and economic empowerment of small-scale farmers. These interventions are based on the five years Strategic Plan of MVIWATA (2010 – 2014). The main strategies of MVIWATA are the following;

- i. Capacity building of small-scale farmers on lobbying and advocacy through training and self-organization in groups and networks under one umbrella so as to influence decisions
- ii. Economic empowerment of small scale farmers through creation of projects such as savings and credit, cereal banks, rural tourism and other rural enterprises.
- iii. Affiliation with national and international networks and organisations for lobbying and advocacy purposes. Currently, MVIWATA is a founder member of Tanzania Land Alliance (TALA), Tanzania CSOs Trade Coalition (TCTC), Eastern and Southern African Farmers Forum (ESAFF), Eastern African Farmers Federation (EAFF) and International Peasants Movement (La Via Campesina).

Box 3: Presentation of MVIWATA, the Tanzanian national farmers' network

		Area of services to their members by farmers' organizations			
		Production related (and pre-production)	Post- production related (processing, marketing...)	Saving and credit	Lobby and representation
Cooperatives	Cooperative unions (Apex)	A couple of cooperative unions / district dealing only with coffee and tobacco. Relatively well performing. Receiving GoT support.			
	AMCOS	Most AMCOS are only dealing with tobacco and coffee and are affiliated to the unions; these are ancient. Recently few AMCOS were established on other crops.			
	SACCOS			Some SACCOS in each district (around 10 / district). Few (less than 5 / district) are relatively mature.	
CBOs	SACCAS			Some in each district	
	VICOBAs			Many VICOBAs per district. Women are actively involved. Max 15 members / VICOBAs. Some are recognized at District level	
	"Farmers groups"	Many farmers' groups in each District. Most of them not registered / not recognized. Most of them are weak. There are mixed and women groups and women groups are often considered stronger. Few well performing are recognized at District level.	Few well performing groups also engage in collective sales or in individual sales but with some collective facilitation		
	FFS	Many FFS / District (around 100/district). Most of them are not sustainable after 2 years. Yet some are sustainable and are relatively active.	Few FFS also start to engage in collective sales or in individual sales but with some collective facilitation.		
NGOs	Farmers' NGOs	Some "farmers' group" are actually registered as NGO (and not as cooperative nor as CBO).			The national MWIVATA network established a regional body and is establishing its representations in wards and districts.
	NGOs related to CBOs	Some NGOs claim CBO membership (they facilitate the emergence of CBOs) which introduces some kind of institutional confusion. Though having a NGO status they embrace both a NGO and a CBO philosophy.			

Orientations for SAKIRP:

- Since most farmers' organisations are still weak the project should have specific activities to strengthen them. Concretely supporting their integration into value chains will be the most effective way to strengthen them rather than doing basic institutional and organisational strengthening. Farmers are actually ready for this. This will also be the most effective way to empower farmers in the value chains.
- Although the majority of farmers' organisations are weak, there are few relatively well performing FOs and some FOs show a good development potential. The project should therefore work with these stronger groups in priority.
- The project should give special attention to women groups who are usually performing better than mixed groups.
- Given the presence of SACCOS, SACCAS and VICOBA and the need for financial services, the project should strengthen these MFIs and should establish linkages between MFIs and farmers' groups (for collective sales and warehouse receipt systems for instance).
- MVIWATA regional network should be strengthened and could then contribute to the structuration and strengthening of farmers' organisations in Kigoma region. MVIWATA regional network should be a direct beneficiary of the project (to be strengthened) as well as a main actor used to support farmers' integration into value chains (as service provider to farmers).

Moshi Co-operative University (MoCU), It is the only university in the Sub-Saharan region that offers co-operative and business education both in undergraduate and postgraduate levels. Former Moshi Cooperative College into MUCCoBS, a Constituent College of Sokoine University of Agriculture (SUA) from May 2004 to 2014 when it received its full autonomy.. This is the oldest training institution in Tanzania, accumulating experience of 43 years, in the fields of co-operative accounting, co-operative management and rural development. During this period, the University has been grooming experts in co-operative development, accounting, and management. The greatest obligation of the University is to provide the best possible education for our students, developing their intellect, equipping them with the appropriate knowledge and skills and preparing them for lifetime learning so that they become what the society needs. MUoCU is the only university in the country which has well established outreach programmes. To date the University has outreach offices in 13 regions including Kigoma.

MoCU in Moshi can easily mobilize big number staff residing in the main campus in Moshi to assist in offering training in case many activities are supposed to be done. The university is a full fledge institute responsible for outreach activities. The institute empowers members, secretaries and leaders of Co-operatives and grassroots organizations to enhance their development through training, inter-mediation and linking with development support institutions in order to fight against poverty

Box 4: MUCCoBS in Tanzania and Kigoma

1.4.2 The specific role of women in agriculture and in value chains

As regards their **role** at household level, women are mainly occupied by the following activities: taking care for mobilizing cash for the household (food and household items), taking care for children education, fetch water, firewood. In agriculture women participate in farming, planting, weeding and harvesting (while the man is in general more involved in marketing of cash-crops). Women take care about vegetable gardening and marketing. Women are also active in marketing of food crops such as cassava and beans.

Although women are the major actors in production, they are often deprived form the ownership of the products. In many villages women do not own land:

Based on a gender analysis for villages conducted by the Jane Goodall Institute⁷ in some parts of Kigoma Region (36 villages that are under the Gombe Masito, Ugalla Ecosystem Program), some norms, existing customs and traditions with their impact are presented below, which maybe also relevant for developing SAKIRP:

⁷ Draft report on gender analysis for villages of Gombe Masito Ugali Ecosystem Program, April 2011 by Rose E. Mjema

Norms, Roles, Values	Impact
Women role are those of reproductive nature including child rearing and family caring	Women are overworked and exploited, while men are idle in clubs and jobless corners playing and drinking
Women are queens - have to stay home / decorators of the house 'pambo la nyumba' (Kagongo)	Is hidden strategy under patriarchy system to exclude women and girls participation in public arena. Deprive women from important decisions and implementation of community activities
Animal manure is a property of men of the family	Women deprived from use of animal manure for improved production and consequently continuous poverty among women
Land is the property of men/ father of the house	Women deprived from being part in forest conservation and tree planting Cannot use land as collateral for accessing credit.
Believe that women with property are arrogant and rude. men fear rich women	Limit them in property ownership, prone to poverty. Perpetuation of patriarchy system
K/mamba – women are key farmers and family care taker and providers of food, clothing, education for children and every need in the family, men are owners and users. Men take the role of ownership of what women worked for and decide on the same. High level of women discrimination socially, psychologically and economically	Overworked in farms, household chores, child care, men periodically fishing and use luxuriously the income from sales Women have no break time, this affect their health and that of the children Marketing of farm products is done by men thus owners of income, result on vicious circle of poverty among women and family at large
Women by tradition are not supposed to talk in front of men in public. 'women behaviour of silence'	Women do not participate in public meetings where community decisions are done. women who try to participant are labelled and discouraged
Family income is a secret to partners. lack of transparency among husband and wives	Set back to household development
Limited access to economic and social resources	Very few women own land and houses in the program areas

As regards their **productive role**, women are in general mostly at the bottom of economic activities (production, harvesting), less in storing and processing (such as milling), not in selling of major cash crops (coffee and tobacco) however they are involved in selling food crops. Although they are very active in agriculture and earning income from it through trade at local markets and transformation of agricultural products for satisfying basic needs, these incomes/benefits are often controlled by men.

There exist women's organisations, which give a good opportunity for women to increase their income and in a certain way to have more control over income. Nevertheless a lot of women's organisations need strong support at all levels of operating (starting, administration, certification, accountability, management, leadership, ...). The fact that these women operate in women only settings, provides them with opportunities to strengthen themselves within a 'safe space', before reaching out to men in mixed organisations (this is also applicable for SACCOS and VICOBA's). In any way their access and control regarding inputs (equipment, land, investment, machines, seeds, fertilisers, capital, labour, ...) and outputs (price of produce, processing, packaging, labelling, sales) is limited and should be strengthened to promote more sustainable agricultural activities and economic empowerment for women, so that they can provide more basic needs for themselves and for their family members

As regards their **community role** women are officially encouraged to go into leadership (national policy). Women participate in community meetings but much less than men, partially caused by their multiple roles and lack of information of what is happening outside their homes. Women attachment to domestic roles deprives them to public life and meetings where important decisions are made. They are therefore mostly uninformed of decisions taken at community level. There are only few women in leadership position at village and ward level.

These social, economic and political issues can be addressed through improving women's leadership:

- Within Women Only Structure (WOS) (e.g. training in marketing, in negotiation skills, accountability, literacy programs, for example strengthening women's capacities to start businesses, ...);
- Within mixed FOs (performance, efficiency, quality of produce, certification, ...);
- Within SACCOS & VICOBA's (specific forms of WOS) (organisational development, training on rights, strengthening management skills, etc.).

Orientations for SAKIRP:

- ➔ **The gender analysis definitely confirms that the choice of cassava and beans is relevant for both gender sensitive (touching basic needs) and gender transformative activities (touching long term interests of women and girls).**
- ➔ **While working on cassava and beans value chains, there are opportunities to improve the reproductive role, productive role and community role of women.**
- ➔ **A twin-track approach for gender equity and women empowerment**

1.4.3 Collectors, processors, brokers and traders

In all supply chains analysed, except sunflower, there are many different chain actors along the chain: There are some primary collectors at farm level collecting small quantities often with bikes, secondary collectors for bigger quantities and bringing the products to the market, brokers (notably for cassava), traders, transporters (big and small), women groups doing some grading / cleaning before processing (for cassava), processors who are mostly men (owners of the machines, employees), owners of storage facilities (small storage in houses at village level and big warehouses in towns), etc.

There are also often many intermediaries (primary collectors, secondary collectors, brokers, etc.). According to farmers *"Middle men are not bridges between farmers and consumers, they are rivers"*.

The case of sunflower is unique because the supply chain is not well developed and complete as several links and actors are still missing in the chain (seeds suppliers, processors, collectors).

For maize and beans, which are heavily attacked by pests during storage, the frequent transitions among traders of the commodity imply that they are many chemical treatments done. These constitute a health hazard for consumers.

Generally speaking women tend to be more involved at the bottom of the chain than at the top (higher distances and need for more capital higher in the chain). Nevertheless **beans and cassava are good examples with higher women participation at different levels of the chains.** The beans supply chain is an interesting example where women are actively involved at all levels. In the cassava supply chain they are also interesting examples of women groups doing some grading and flour processing (through a service mill in Kigoma owned by a man) and exporting the flour to neighbouring countries.

1.4.4 The specific role of youth in agriculture and in value chains

Youth (aged 15 – 24) accounts for an important share of the population in Kigoma region. There are no specific studies known which are focused on the position and role of youth in the agriculture in Kigoma Region. Through FANRPAN 6 country studies were executed in South East Africa, including Tanzania. It indicated that for Tanzania with regards to public policy, the National Youth Development Policy of 2007 specifically addresses youth issues. Also the Agriculture Sector Development Strategy (ASDS) recognizes the central role of the youth in providing active labour force. In order to address the issue of rural urban migration by the youth, the ASDS strategy proposes to focus on incorporating agricultural subjects in the primary and secondary curriculum and facilitating private sector to develop rural based agro industries.

However, the study notes that the agricultural knowledge and skills imparted to students especially at primary level have not made them better farmers.

It was noticed that youth is not only participating in agricultural production but also in collecting, transport and trade of agricultural produce.

The major challenges for the youth in agriculture are:

- Insufficient access to knowledge, information and education: poor education limits productivity and the acquisition of skills, while insufficient access to knowledge and information can hinder their involvement in the development of entrepreneurial ventures;
- Limited access to land;
- Inadequate access to financial services: financial service providers are ignorant or reluctant to provide their services, credit, saving and insurance for youngsters. Access to financial services such as savings and loans of fundamental importance to start any agricultural activity);
- Limited access to markets: hindering to engage in viable and sustainable agricultural ventures;
- Limited involvement in policy dialogue.

Above mentioned challenges are even more faced by young women than young men.

Orientations for SAKIRP:

- ➔ **Increase youth involvement in the agricultural sector in order to tackle widespread rural poverty reduction among youth and support the potential of agricultural sector to serve as a source of livelihood opportunities for rural youth;**
- ➔ **improve the access to information, training and knowledge, financial services and market will be major challenges which that can be addressed by the project for supporting youth participation in the selected value chains and help drive the innovation and growth as well as the opportunities for employment reducing rural poverty among youths.**

1.5 Assessment of chain supporters

1.5.1 Financial services from MFI and banks

1.5.1.1 Micro-finance institutions

The region has many VICOBA's, some SACCAS⁸ and several SACCOS. These organisations provide essential financial services to farmers, either loans for social purpose (to pay school fees or the hospital) or loans for economic activities (to pay for the land reparation or to engage in a petty business).

Women are particularly active in VICOBA's. Yet they tend to be less active in SACCOS which often require a higher periodical deposit for participation. SACCOS and VICOBA's are often the only access to credit (e.g. no bank in Kikonko), and taking into account the fact that women have little access to capital, **these saving and credit bodies are crucial for supporting women's practical needs**, both for social and economic purposes (financial means for starting small businesses and agricultural activities).

PRIDE, Promotion of Rural Initiative and Development Enterprises Limited, is another microfinance institution active in the region, providing credit to micro- and small entrepreneurs but also to groups, using a "modified Grameen" methodology where borrowers form groups to guarantee each group members loan.

The existence of these **MFIs can improved the access for smallholder farmers and other small chain actors to improve the access to financial services and therefore facilitate farmers' integration into value chains**. For instance if farmers have access to a loan at harvest time they may keep some of their products for individual storage or to engage in collective selling with their farmers' organisations which might allow a better price.

1.5.1.2 Banks

The major networks of banks in Kigoma region are the following:

- CRDB: The main office is in Kigoma town and a mobile office is currently in Kasulu. CRDB announced that soon there'll be an office in each District;
- NMB: The main office is in Kigoma and there are offices in Kibondo and Kasulu.

In the agricultural sector, CRDB and NMB only work so far with registered cooperatives - tobacco and coffee AMCOS - and SACCOS. They both require collateral. In Kigoma the GoT provides a loan guaranty only for AMCOS dealing with these two cash crops. These banks also provide loans to individual entrepreneurs provided they have collateral. Since they do not have collateral, most farmers' groups and many individual entrepreneurs do not have access to loans from banks.

Yet both **CRDB and NMB seem willing to deal with other crops and other sufficiently strong organisations** (recognised CBOs for instance). CRDB mentioned that if for example a cash collateral would be provided, this will facilitate loan provision to farmers' group and will also reduce the interest rate charged.

The Private Agriculture Sector Support (PASS) Trust was established in the year 2000 in order to stimulate investments and growth in commercial agriculture and related sectors.

⁸ In the rest of the document SACCOS will refer to both SACCOS and SACCAS.

Box 5: Presentation of the PASS private agriculture sector support

PASS stand for the Private Agriculture Sector Support (PASS) Trust which was established in the year 2000 in order to stimulate investments and growth in commercial agriculture and related sectors. It was registered in 2007 as non-profit making and non-government organization under the Trustees incorporation Act, 2002 and is taxed as a charitable organization. The overall goal of PASS is to stimulate investments and promote growth of commercial agriculture and agri-businesses in Tanzania.

PASS Trust offer services related to Business Development Services (BDS) and financial service. In BDS, the Trust offers a range of BDS to clients on cost sharing basis, which include but is not limited to the following:

- Conducting feasibility studies for clients
- Development of business plans
- Capacity building e.g. in specific technical area
- Organization of farmers into groups, which can be used as focal point for contract farming, input supply credit, produce-price negotiations and provision of advisory service
- Support to selling and market linkages.

On the other hand, the PASS's Financial Services involves providing assistance to eligible individuals and companies to access loan facilities for their viable investments via:

- Appraisal of loan write ups in line with specific Bank's terms and condition and linkage thereof (currently includes CRDB, NMB, EXIM, TIB, FBME, KCBL and ABC)

• Partial credit guarantee cover which is given to the collaborating bank to top up inadequate collateral
PASS's services are open to: a) private entrepreneurs-consisting of individual association or companies within of linked to the agricultural sector; b) private entrepreneurs, who have a vision and are committed to do business in an efficient and commercial manner; c) private entrepreneurs, who will cooperate with PASS and collaborating Banks and supply the needed documents and who can meet at least minimum requirement for borrowing. According to their modus operandi, the priority is given to clients having a big impact on the value chains for agricultural commodities particularly in food crops and export crops.

Interested clients require to fill the appropriate application form and forward it to a collaborating Bank, who will forward it to the nearest PASS offices (current pass offices are located Dar Es Salaam, Mwanza, Mbeya, Mtwara and Morogoro) for further processing.

Orientations for SAKIRP:

- **The important network of SACCOS and VICOBA is an opportunity for contributing to value chain finance development and empowerment of small producers and traders and should therefore be strengthened. Links with collective selling initiatives by farmers groups may be established (for instance through warehouse receipt systems).**
- **VICOBA should receive special attention from the project because majority of the members are women.**
- **The project should identify and analyse possibilities for strengthening MFIs (such as PRIDE) and the micro credit services of banks like CRDB and NMB to facilitate the access to credit and other financial services for individual and promising farmers' groups, processors, traders of the selected value chains.**

1.5.2 Extension services

A recent assessment of the performance of the extension services under the ASDP was conducted in 2013 at national level. The main conclusions are summarized below⁹:

- The level of extension coverage is estimated at 59%, which is above the 45% target of ASDP.
- Extension through Farmers Field School (FFS) and direct sharing of information between farmers are the main ways farmers obtain information for improving their crop production. The group approach seems to bear its fruits.
- The Districts are the main suppliers of extension services for farmers: 73% of farmers receive extension from Districts, 26% from NGOs, 6% from inputs suppliers. So far diversification of

⁹ An assessment of the performance of extension services under the ASDP in Tanzania, Director of Policy and Planning, MAFSC, 2013.

extension services towards the private sector is limited. Districts show limited willingness to share their resources with the private sector.

- Simultaneously the capacity of the Districts to provide extension is still inadequate: few staffs trained on FFS, limited budget, limited technical backstopping from Ministries, research and training institutions, limited linkages with other service providers, etc.
- Extension facilitates the adoption of technologies. Farmers belonging to a FFS have the highest percentage for both technologies learned and adopted. FFS members also recorded the highest level of increased productivity. Hence FFS have a direct positive impact on yields.
- Investments in extension result into positive returns in terms of increased profit at farm level.
- Yet technologies promoted relate largely to what could be described as “traditional production practices”. There is little success in promoting technologies and skills which are needed higher up in the value chain. Technology adoption in mechanization, value addition and marketing are extremely low.
- FFS has been recommended as the extension approach in Tanzania. The challenge remains however threefold: (i) How to scale up the use of FFS to all villages and farmers? (ii) How to make FFS more innovative (e.g. looking at marketing of agricultural produce for instance)? (iii) How to focus on organization and empowerment of farmers?

These findings at national level do also apply at regional level in Kigoma.

Orientations for SAKIRP:

- ➔ **In Tanzania FFS have proven an effective way to improve farmers’ practices and production levels. Adequate mastering of production by farmers is also a necessity to engage in value chain development and increase the integration of farmers into the value chain. The project should therefore support FFS with this aim.**
- ➔ **The project should also contribute to the improvement of the FFS approach in two ways:**
 - (i) **Support the introduction of farm management / farm economics into FFS. This could be done through a “farmers’ business school approach”. Because such a topic is currently beyond the capacity zone of extension technicians who are mostly crop specialists, the project should strengthen these capacities in this field of district and ward extension staff and other service providers.**
 - (ii) **Ensure that the agro-ecological system analysis as base for FFS is supported and the introduction of sustainable agriculture concepts (agro-ecology) are included in the curriculum.**
- ➔ **Simultaneously the project should support the organisational empowerment of farmers (notably through farmers’ network). FFS can also sensitise farmers on the benefit and need for collective actions through FOs.**
- ➔ **Such FFS activity is perfectly aligned with current districts’ strategy regarding extension. SAKIRP will therefore directly support the implementation of the districts’ strategy with regards to FFS as effective extension approach.**

1.5.3 NGOs and services providers

Kigoma region is somehow behind other regions in terms of quantity and quality of services providers in the agricultural sector due to:

- There are less NGOs and private sector types of services providers in Kigoma;
- New districts were established recently and their operational conditions are not (yet) optimal (e.g. Buhigwe district has still no proper offices).

Most local NGOs (as do Districts) claim implementing value chains projects, but it is not truly the case in the field. Most interventions remain **production oriented** (seed supply, farmer field schools...) while facilitation of sales and marketing management, processing, trading and business advice receive less attention, or only at the last stage of the intervention. When activities cover also processing (e.g.

providing an oil processing machine to a sunflower farmers' group), they are neither genuinely integrated into an overall value chain development strategy / plan, nor are they conducted according to sound business principles, like clear market strategy based on demonstrated market demand, preliminary profitability studies and realistic business plans.

“Value chains” development is rather used as a ‘development jargon’ with so far limited practical development skills. The same applies to business advice. However both local service providers and supply chain actors demonstrate willingness to move to more business oriented agriculture and to establish value chains. **The time is actually ripe for both local services providers and value chain actors to embrace (understand, internalise and master) both concepts of value chain development and business advice.**

Local service providers do have experience in community mobilisation and production support.

Local NGOs often sign memorandum of understanding with a District and actually use and collaborate Districts staff (e.g. ward agricultural extension technicians, District community development and cooperative officers) for their field work. Districts staff receive mostly daily subsistence allowances from NGOs for such work. Payment is directly made to the staffs involved and not to the Districts accounts. This procedure is accepted by the Districts.

However, at national level there are some Tanzanian organisations (NGOs, consultancy companies, universities) having experience with value chain analysis and development e.g. in market linkage such as Faida Mali, in business advice and strategy development for NGOs and corporate companies such as Match Makers Association. These organisations are not yet present in Kigoma and do not have the necessary roots in the region so far. Table 6 present some other service providers along the value chains.

Level in the value chain	Current economic actors of the value chains	Current services providers (in its broad sense)
Inputs and equipment supply	Beans: No QDS bean seeds producers, no private company, no seed multiplication groups. Cassava: There as some cuttings producers groups (Big Power Group and others) Stockists and open markets do provide “seeds” for beans (no QDS). Very few farmers groups involved in inputs / equipment supply to their members.	Districts staffs ARDIs IITA, ASARECA Projects: ISSD on beans NGOs (local and national) Churches SIDO Banks and MFIs
Production	Individual farmers Farmers’ organisations / farmers’ groups often have collective plots FFS groups VICOBA, SACCAS, SACCOS	Districts staffs (including at ward level) NGOs (local and national) Banks
Processing and storing	Individual processors: maize / cassava millers (no processing of beans) Group processors: maize / cassava millers (no processing of beans) Many small individual storage (houses) Few collective storage (belonging to groups or to village)	Tanzania Bureau of Standards Tanzania food and drug authority SIDO NGOs (local and national) Banks Projects: MIVARF on warehouses
Selling, marketing and business advice	Very few farmers’ organisations / AMCOS Many collectors Few traders and brokers Transporters Processors (millers, small women groups) Markets committees Other small jobs at market place	Banks MUCCOBS: very limited office in Kigoma but can call in other offices National NGOs and consultancies (but no local ones so far in Kigoma) International NGOs
Coordination / management	Very limited role of the chambers of commerce (TCCIA and TWCC)	Region Districts

Table 6: List of some local service providers along the value chains (non exhaustive)

Orientations for SAKIRP:

- Because local service providers do not have currently the required capacity for facilitating VCD and doing business advice, the project needs a strategy for the locally capacity development of these local service providers.
- On one side local organisations in Kigoma do not have experience in VCD and business advice, but are well rooted in Kigoma and have experience and links with local farmers' organisations and with the local context. On the other side some national organisations do have VCD and business advice skills, but are not present in Kigoma. There is therefore an opportunity to link these organisations to support value chain development in Kigoma.
- The project should therefore encourage the establishment of Tanzanian consortiums teaming up local and national organisations to support value chain development in the region and support farmers' integration into value chain.
- The project should strengthen the Districts to play their facilitation role in value chain development and in outsourcing services to NGOs or other services providers. The latter is not yet natural for the districts and the project should support such evolution.

1.6 Main donor funded projects

There are four other donor funded project, which are of are foreseen to contribute to agricultural development in Kigoma region and are therefore of direct interest for SAKIRP:

- The Local Investment Climate (LIC) project, financed by Danida, is so far focusing in the Municipality of Kigoma and Kasulu District, but may extend after a few years to other districts. LIC is not an agricultural project as such, but has interventions in the agriculture sector, the major economic sector of Kigoma region. As regards agriculture, LIC will most probably deal with cassava, horticulture, sunflower and palm oil.
- The Integrated Seed Sector Development project (ISSD) financed by the Bill and Melinda Gates Foundation (BMGF) will support integrated seed systems for cassava and beans in Kibondo, Kikonko, Kasulu and Buhigwe. It is still at formulation stage and is due to start at the end of 2015 or beginning of 2016. IITA may be a partner of the ISSD project for cassava.
- The Integrated Value Chain Development project (IVCD) financed also by the Bill and Melinda Gates Foundation, will support value chains development of common beans and groundnuts in Kibondo, Kikonko, Kasulu and Buhigwe. It is still at formulation stage and might start in the course of 2016.
- The Market Infrastructure, Value Addition and Rural Finance (MIVARF) support programme, funded by IFAD, has start interventions in Kibondo district and might work on Cassava in Kibondo.

Beekeeping (BSPK) and NRM4LED are also BTC-projects implemented in Kigoma region and of course of great importance for the implementation of SAKiRP (see chapter 5).

TradeMark East Africa (TMEA), receiving also support from DGD, has the objective to facilitate trade integration within the Region of East Africa through infrastructure and administrative facilitation. In Kigoma Region a support has been given to the One Stop Border Post at the Kabanga (Tanzanian) /Kobero (Burundi) cross border post. TMEA is implementing their projects through regional actors. Given the great importance of cross border trade for the Region, there might be good opportunities for synergy between TMEA and SAKiRP.

IITA is in Kigoma Region mainly active in Kibondo District with seed multiplication through farmer groups and trials on crop husbandry practices.

The NGOs World Vision Tanzania, Caritas, Seed Change, TCRS, Kasulu Consortium are to a certain extend touching on VCD issues (actually mostly working on production aspects and a bit on collective selling).

Orientations for SAKIRP:

- Collaborations should definitively be established with both ISSD and IVCD projects of the BMGF which will be dealing with cassava and beans in 4 districts of Kigoma region. Initial discussions indicate possible similar approaches and opportunities for synergies. Also collaboration and possibilities of synergy with the MIVARF support programme in Kibondo should be analysed especially regarding value addition and rural finance.
- LIC is a major project in Kigoma but has a different approach. It will be an important challenge to establish coordination and synergies between LIC and SAKIRP.
- SAKIRP should support the role of the region and the districts in coordinating donor interventions.

2 STRATEGIC ORIENTATIONS AND GUIDING PRINCIPLES

2.1 Strategic orientations

The project will foster **local economic development** and poverty reduction in the region through a **pro-poor value chain approach** for selected commodities to increase income and create employment for smallholders and contribute to women empowerment. It is argued that a value chain development approach is the best option to spur local economic development in Kigoma today (see Box 6 below) but most important is its contribution to achieve the development goals of increased and diversified income of smallholders, especially for women.

What could be the alternatives to value chain approach in Kigoma today?

- A crop intensification project? Most agricultural projects in Kigoma are currently still crop intensification projects. Farmers end up with better production skills and agricultural produces but they face marketing problems. Sometimes prices of commodities go down due to overproduction. Their livelihoods are not always improved. One needs to go beyond crop intensification.
- A farmers' organizations support project? FOs are indeed weak in Kigoma and need support. Yet a project dealing only with institutional and organizational strengthening of FOs as an entry point will not be sufficient. Facilitating FOs integration into value chains is often a better way to strengthen FOs: notably it can provide a sustainable and sound business model to FOs.
- A local economic development project? It could indeed be a nice option putting some efforts on multi-stakeholders processes, regional planning. But the risk is to implement too many scattered micro-projects with limited impacts, coherence and synergy.

None of these alternatives are fully satisfactory. Yet each of these alternatives has strengths and advantages for the region. SAKIRP therefore need to take some principles from such alternative approaches to get the best of each approach and integrate them in the pro-poor value chain approach:

- Elements borrowed from local economic development approaches: favouring a strong involvement of the region and districts in the planning and in the implementation, elaborating value chain development strategies and plan at district and regional levels, facilitating multi-stakeholders processes, selecting value chains that make sense for the region and the districts, supporting public investments with a territorial perspective (markets), etc. Actually an important challenge for the project will be to articulate value chain development with regional economic development.
- Elements borrowed from crop intensification approaches: support to farmers' field schools.
- Elements borrowed from farmers' organizations support approaches: empowerment and support for farmers' organizations and support for farmers' network (MVIWATA).

Box 6: Some reflections on possible alternatives to value chain approach

Two value chains – cassava and beans – are selected as priority chains (see Box 7 for justification).

Cassava and beans value chains are selected because they contribute to **food security**, have a good potential for **gender equity**, demonstrate a **good market potential** and **income potential** for a large number of farmers, especially women (outreach). Moreover these crops contribute to **sustainable agriculture**: cassava copes well with climate change and beans contribute to the sustainability of the farming systems through its impact on soil fertility. Both crops have also a high priority for most of the Districts in their DADPs.

Nevertheless other value chains will also benefit from **the activities** focused first on these 2 value chains and the upgrading of other value chains following a coherent (pro-poor) value chain development may be taken on board at a later stage of the project implementation.

Justification of making a selection and focus on some value chains:

- If one does not select value chains the risk is high that the strategy adopted will be to support plenty of micro-projects on all value chains following a demand driven approach. We might end up with many scattered activities, with little coherence and this will not contribute to the establishment of value chains.
- Value chain development requires the formulation of clear value chains development strategies and plans, elaborated through participatory and concerted processes involving all economic actors of these value chains. This will also require initial market surveys and value chain mapping. It seems unrealistic to conduct all these activities with more than two value chains.
- Covering all value chains may reduce the overall impact of the project (dispersed / scattered activities).
- If value chains are only selected at the start of the project the risk is that tensions may emerge doing this exercise. It may also bring delays in project implementation.
- An additional risk is that crops will be selected rather because of political agendas than because of technical and economic criteria (gender equity, food security, market potential, income potential, and outreach).

Why are only two value chains selected for the start of the project?

- Proper value chain development requires sound methodologies. The quality of the process is paramount. The project team will not be able to conduct such quality processes if too many chains have to be covered. Quantity of chains will be at the expense of quality of the intervention.
- Yet works on these two value chains may serve as show cases for other interventions.
- Finally if progresses are quicker than expected a third value chain could be incorporated after the mid-term review of the project.

Box 7: Justification for selecting only two value chains

For each chain the project will implement an **upgrading strategy** with chain interventions for an inclusive, **pro-poor chain development** and for empowering and strengthening the capacities of the **smallholder farmers** to improve their position in the chain as chain actors.

The project will support **all chain actors** (farmers, collectors, traders, processors, etc.), with a special focus on women, not only women farmers but also women collectors, traders, processors as chain actors.

Multi-stakeholder processes will be facilitated: Bringing together producers, processors, policy-makers and other relevant actors to identify constraints and opportunities in value chains. Encouraging dialogue and trust between stakeholders creates linkages, which lead to mutual wins, joint ownership and possible public private partnerships (PPP).

For a stronger position and integration of the smallholders in the value chain the project will ensure that farmers master better the production process through **farmers' fields schools** (FFS) and are more **organised in FOs**. Improving environmentally sound practices for production and processing are also an important aspect addressed through FFS as will be bringing smallholders together to stimulate collective selling, and increase their bargaining power for better prices and more favourable policies will be essential.

As happens often, the project will not start only to deal with production issues before going into marketing, but will rather start with issues based on critical issues indicated through the market demand. Crop production issues, such as improving sound environmental practices will get addressed through the FFS combined with improving farmers' organisation. The project will also try to bring closer farmers and the final buyers and will support **value addition within Kigoma region** (especially for cassava).

Women play a crucial role in agricultural production. Increasing the incomes of women has a positive and direct impact on food security and well-being of rural households. Chain upgrading may work differently for women and men. Chain development can have risks for women as it can contribute to rising poverty and growing inequality between men and women. Therefore the project will focus on

promotion of gender equity in the development of value chains.

Facilitating the participation of youth in the agricultural sector in general and more specific as active actor in the various value chains will have also attention. This will not only provide much needed employment opportunities for youth but may help also the drive for innovation as youth possess an openness and capacity for creativity and innovation.

The project will stimulate the involvement of youth in the development of the selected value chains in order to contribute to the potential of the agricultural sector to serve as source of livelihood but also to stimulate their potential role for supporting innovations.

The project will work at three levels: **(i) chain actors, (ii) chain supporters and (iii) chain context**. A strong involvement of the region and the districts in the project will contribute to perform their role as chain supporter and creating a favourable chain context.

2.2 Guiding principles of implementation

Promoting sustainable agriculture through FFS: This means not only improving environmentally sound crop practices for production but aims also:

- Enhance environmental quality and the natural resource base upon which the agricultural economy depends
- Make the most efficient use of non-renewable resources and on-farm resources and integrate, where appropriate, natural biological cycles and controls
- Sustain the economic viability of farm operations
- Enhance the quality of life for farmers and society as a whole

Not a crop intensification project but a value chain development project: Many projects currently implemented in Kigoma and claiming a value chain approach are actually still quite production oriented. They often start with production issues and deal at a later stage, if at all, with processing/marketing, assuming farmers will find a market for their product. SAKIRP shall not follow such approach. The project shall start from involving all actors of the value chain and shall identify the most relevant entry point(s) in the value chain depending on the real market demand and on the value chain assessment. For cassava such entry point may be improving the drying processes at farm level or working on collective sale of 'cosettes' by FOs; this will be confirmed during the inception phase. From this entry point the project will then pull the string and a whole set of interventions may be added, including working on sustainable and environmental sound agricultural practices.

Market demand driven value chains: The demand of targeted consumers and end buyers should guide the whole support to the value chain, including the production process as long as this demand is in line with the achievement of the development goals and allows pro-poor value chain development. Buyer's and consumers demand has indeed an impact over the whole value chain and on strategic choices that have to be made lower in the chain (close to the producers). See the example in the box below. Initial market surveys will be of great importance to the project.

The demand of final consumers should guide the value chain development process as illustrated by the example of cassava flour. Demand has an impact on:

- The choice of seeds. Ex: the cassava variety used for making ugali is different than the variety used for making chapatti or biscuits;
- The level of quality: what are the required certificates? Ex. the Rwandan consumer is more demanding in terms of quality than the Burundian. Would Burundian pay for a higher quality product? If Burundi is the main outlet for cassava does it make sense to invest today in higher quality processing?
- The capacity of the machines. Ex. if the actual buyers from Burundi of the Big Power Group accept to buy flour, Big Power Group will not be able to produce the required volume.

- The size of the farmer groups feeding the processing unit;
- The production planning and so the cultivation planning (though cassava can be stored longer in the field);
- The construction of storage and processing buildings. Ex. specific rules have to be followed in the construction of buildings if they have to be compliant with a TBS standard

Box 8: How demand imposes choices on the value chain

Upgrading strategies will be specific for each value chain and adapted for each area: Although the overall process of supporting cassava and beans value chain development will be the same (chain mapping and assessment, then building engagement...), each value chain will have its own value chain development strategy and plan, depending on the real issues at stake in a specific area.

Facilitating finance of VCD from the start of the project onwards: There should be coherent value chain development (VCD) and Value Chain Finance (VCF) strategy. There need to be adequate financial services for all chain actors. The VCF should include training and capacity building on financial management and business skills.

Promoting sustainable business models and applying business principles: As much as possible the project shall encourage the adoption of business principles by the economic actors (farmers, farmers' organisations, processors...): (i) It will as much as possible work through loans rather than through grants (reserved only for special cases); (ii) It will as much as possible not replace the actors (working in substitution), but shall rather work as a facilitator; (iii) No investment in processing without a prior marketing strategy and profitability study; (iv) Decisions on product diversification and processing have to be done only if a thorough analysis has proven a measurable market demand and has identified a clear consumer target and when this market demand leads to a profitable cost/benefit calculation.

Multi-stakeholders processes, consultation and participation: The project shall deal with all chain actors: farmers, processors, collectors, traders, brokers... Yet the primary beneficiaries will be the farmers. It shall encourage multi-stakeholders processes. Beside genuine participation of chain actors and chain supporters will be crucial and encouraged and facilitated by the project, accepting that this takes time. In value chain development (as in many other development interventions) the quality of these processes is of paramount importance.

Strengthening empowerment and farmers' organizations through FFS: There are already few farmers' organisations in place to work with. As much as possible the project will not, itself, create new groups, but will rather support the existing ones and informal groups or FFS groups showing good potential. However, exception should be made for facilitating the inclusion of vulnerable populations who might need specific support to organise as to enable them to actively integrate into the supply chain. There should be a coherent complementary institutional and organisational support to FOs by farmers' networks (such as MVIWATA), Districts staffs and NGOs. Collaboration between these organisations and having a clear perception of each other's role will be very crucial.

Promoting gender equity and women empowerment: Cassava and beans value chains have been selected for their potential for gender equity and women empowerment. Yet such potential does not guarantee that women will draw equal benefits than men from their integration in the value chain. The project will follow a twin track approach for integrating women's rights (WR) and gender equality and women's empowerment (GEWE). This twin-track consists of two crucial orientations, to be conducted simultaneously: (i) Gender mainstreaming: integrating gender at all stages of project decision-making processes (from planning to final assessment, during drafting, budgeting, implementation, monitoring, assessment). (ii) Looking at specific measures / actions taking into account the issues of WR and GEWE, children's rights, decent work and issues related to strengthening vulnerable groups (PLHIV, people with a disability, ...).

HIV and AIDS as a crosscutting issue: Attention will be paid to the progressive implementation of the national and sectorial priorities of the Tanzanian Government with respect to gender and HIV & AIDS mainstreaming.

Promoting an active role of young actors in the value chain development through a major focus on facilitating improved access to information, training and knowledge, financial services and market information through extension and training (FFS), stimulating setting up and using of Junior Farmer Field School for improving access to information, training and market info, and encourage the self-organization of youths into informal savings clubs (VICOBAS)

Maintaining food security: The food security level is relatively good in Kigoma region as compared to other regions of Tanzania. Hence the project will not implement an explicit strategy with specific activities aimed at increasing food security, but it will ensure food security is maintained despite increased market integration of small-holders farmers. Focus on gender and sustainable agriculture will also contribute to food security.

Establishing consortiums of service providers: Because local service providers do not have currently the necessary skills in VCD and business advice, the project needs a strategy to develop locally such skills for these service providers. On one side they do not have this capacity but are well rooted in Kigoma and have experience with local farmers' organisations and with the local context. On the other side some national organisations do have VCD and business advice skills, but are not present in Kigoma. There is therefore an opportunity to "team-up" these organisations to support value chain development in Kigoma. The project should therefore encourage the establishment of Tanzanian partnerships/consortiums linking up local and national organisations to support value chain development in the region. This could be done through call for proposals. This would be an effective and efficient way to build capacity for the required services as well as to the sustainability of service provision after the project.

Looking for synergy and coherence with other Belgian interventions in the region: within Kigoma Region there will be aimed at maximum synergy and coherence with the other BTC projects (NRM for LED, Beekeeping, EPC-LGAP, Scholarship, WASKIRP) for the implementation and capacity building. Also will be looked for the possibilities of synergy with other actors active in the Region and supported by Belgium such as TMEA, IITA, IFAD, FRACARITA and KIKORA.

2.3 Geographical coverage of the project

The project will cover the region of Kigoma.

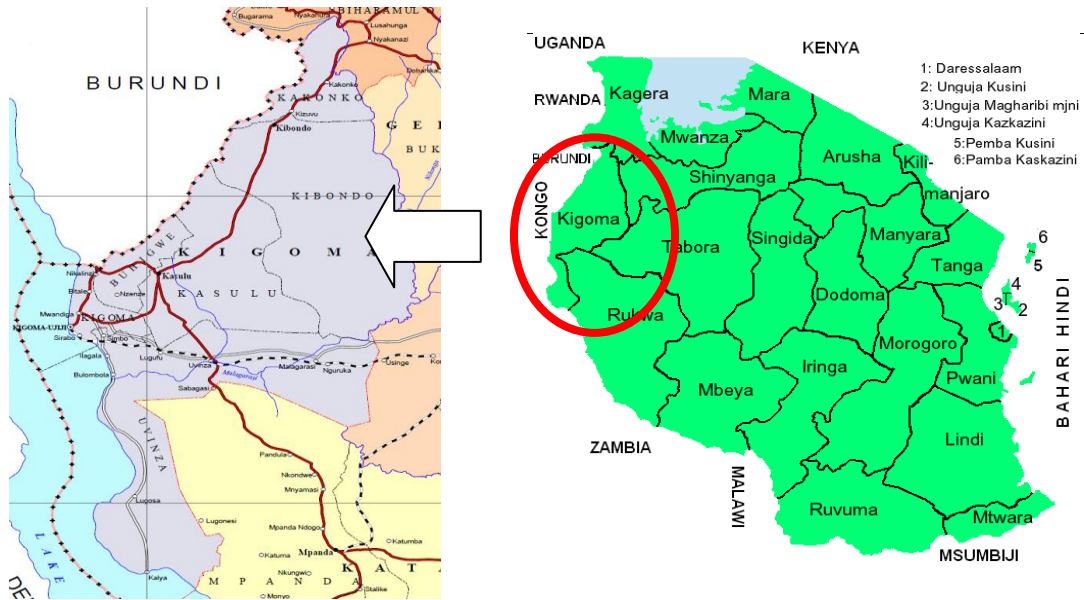


Figure 3: Map of Kigoma region

3 INTERVENTION FRAMEWORK

3.1 Overall objective

The overall objective of the project is “Local economic development and wellbeing of smallholders is improved in Kigoma region through sustainable agriculture development.”

3.2 Specific objective

The specific objective is “Smallholders’ income is increased and diversified in Kigoma region, especially for women, through pro-poor value chains development.”

3.3 Expected results

The specific objective shall be reached through five complementary results:

- R1: Value chains management and coordination mechanisms are installed and steer cassava and beans value chain development.**
- R2: Sound financial mechanisms are developed and financial organisations are strengthened to support value chains development.**
- R3: Public and private chain supporters provide effective services to value chains actors.**
- R4: Stronger position of smallholders in the value chain through improved integration and empowerment.**
- R5: Improved market access and sustainable trade**

The achievement of the above mentioned results will be especially linked to the value chains of cassava and beans.

These 5 results will address issues at three complementary levels as illustrated in Figure 4:

(i) value chain actors, (ii) value chain supporters and (iii) the value chain environment:

- Upgrading supply chains into genuine value chains (as per our definitions given in chapter 1) will require enhanced governance of the value chain, management and coordination. This will be dealt under R1. Value chains development strategies and plans based on the market demand (following a market survey under R5) and the potential for gender equity, will be elaborated to guide the intervention. These strategies and plans will be elaborated jointly by value chain economic actors and districts and regional staffs.
- Results 2 and 3 are aimed at value chains supporters. The financing of value chain development is a critical point and is often overlooked by agricultural development interventions. R2 will ensure that financial services sufficiently support value chain development, both through banks, MFIs and a special investment fund. R3 will ensure that other chain supporters, either public or private, are strengthened and are able to provide sustainable technical and economical services to value chains actors. Innovative models of service provision to chain actors will be tested. Under R3, Districts will be strengthened in their facilitation role (as per their mandate).
- Results 4 and 5 are directly aimed at economic value chains actors: farmers’ organisations initiatives will be supported under R4, while other economic actors of the value chains (collectors, processors, traders...) will be supported under R5. To ensure coherence and that a genuine value chain approach is implemented, a single framework contract will be established for each of both value chains. A “cassava consortium” will therefore provide

support to all cassava chain actors, from farmers to traders to finally the end customer, while a “beans consortium” will provide support to beans value chain actors. These consortiums will provide technical, managerial, legal and institutional support to value chains actors under R4 and R5, while support for financial services is provided under R2. These consortiums will work in close collaboration with district and regional staffs.

- The value chains context will be improved by tackling institutional and governance issues to promote a favourable business environment including more effective public policy management through influencing regional policy on trade, finance, food and land security in favour of smallholders and local businesses. It includes also activities such as: public investments, market information system, etc.

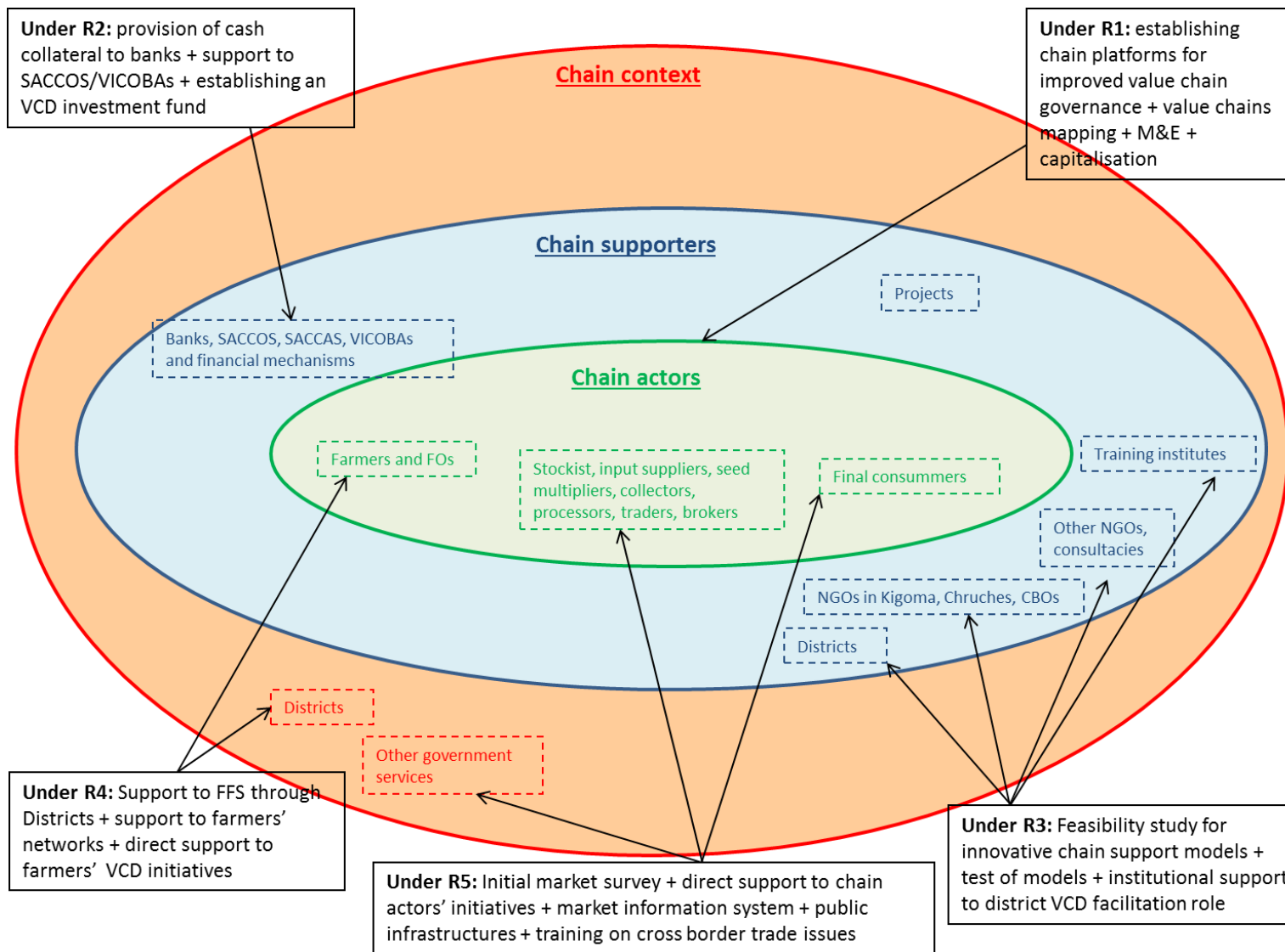
Achieving simultaneously these 5 results is compulsory for achieving the specific objective:

- Value chains will develop only fully in the presence of financial services (R2) and chain supporters (R3). If financial services are not sufficient, investments in the value chains will stagnate, so will value chain development. Finance is an important component of value chain development.
- The value chains development strategies and plans (R1) must be based on the market demand, rather than on the supply. Clearly identifying the current and potential market demand will be essential at the start of the project, as well as facilitating market linkages throughout the project (R5).
- Small-holder farmers do not automatically draw benefit from their integration into the market, hence the need for a pro-poor value chain approach and for specific activities aimed at empowering and integration of smallholders in the value chain (R4).
- Improved value chain governance, management, coordination (R1) through multi-stakeholders processes is necessary for win-win situations, hence for sustainable value chains. It is also compulsory to ensure value chains development strategies and plans are coherent with Districts and region strategies and plans.

In order to address activities within the programme in a gender sensitive way, it will be important to provide a basic gender training for all staff members involved in the programme and for all members of the partner institutions involved. This is also applicable for the other cross-cutting issues and will allow the programme direction to express the importance of the cross-cutting issues, from the start.

Although most activities will be directly aimed at cassava and beans value chains, some activities will also benefit other chains: the market information systems will cover all major value chains, FFS and farmers’ business schools will deal with the farm as a whole, the farmers’ networks will also contribute to FOs strengthening in general, improving storage facilities and introduction of warehouse receipts system (WRS), some public investments (such as markets) will benefit the local economy.

Figure 4 (next page): The 5 results cover value chain actors, value chain supporters and the value chain context

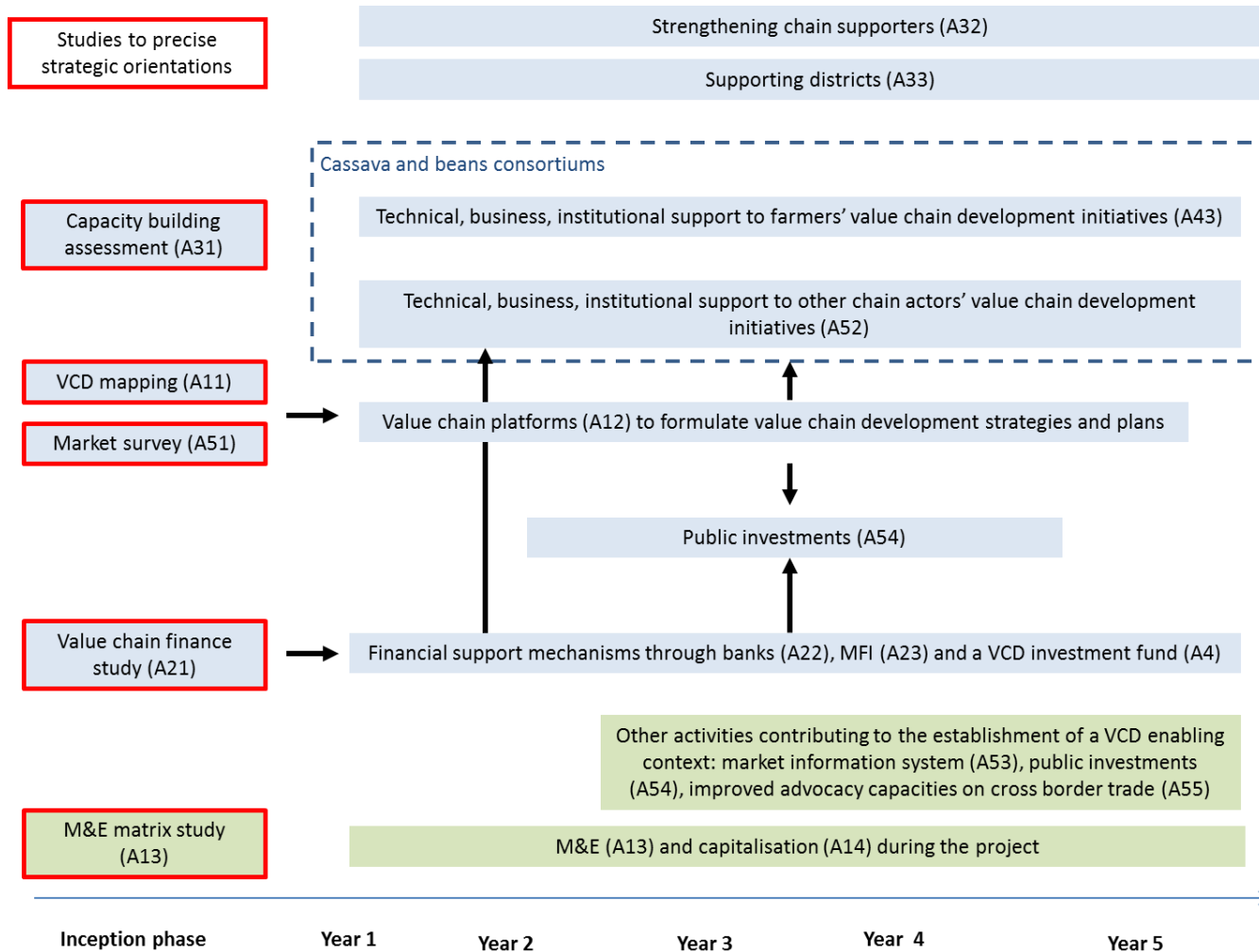


3.4 Activities

Activities are organised in a logical sequence (see Figure 5):

- During the inception phase several major studies will be conducted to precise the value chain development strategic orientations, upgrading strategies, and to operationalize certain aspects of the project. These studies will also help to develop the Theory of Change (ToC).
- *Value chains mapping* will provide better understanding of both value chains (A11) and through its participatory methodology contribute to a shared vision for upgrading each value chain.
- The *market surveys* will assess the market demand, essential element to know since the value chains shall be demand driven (A51).
- A *value chain finance study* will assess the financial needs and capacity of the existing financial organisations in the region and elaborate a financing strategy for the value chains development including advising on fine tuning the financial mechanisms to be established or strengthened by the project (A21).
- A *Baseline study* will establish the M&E matrix (A13) with the gender differentiated indicators and their value at the beginning of the project as well as their target value during and at the end of the project implementation.
- Value chain platforms will be established during the inception phase, with a balanced composition of representatives of different chain-actor groups (including men and women). These platforms will elaborate a value chain development upgrading strategy and plan for each value chain (A12). These should guide direct supports to chain actors as well as public investments. The strategy and the plan will incorporate a clear differentiation among target groups and address the needs and interests of women, youth, men and specific vulnerable groups.
- Based on the above mentioned studies an operational plan will be jointly elaborated for the “concrete” support:
- Framework contracts will be established with service providers to provide technical, business and institutional support to cassava and beans chain actors (A43 and A52). Financial support will be provided through banks (A22), MFIs (A23) and a specific value chain investment fund (A24).
- In order to ensure that farmers are able to derive benefits from their integration into value chains, FFS will be supported (A41) and farmers’ networks will be strengthened (A42). Women’s role in the FFS will be addressed from the beginning on.
- Several activities will improve the value chain context: the market information systems will be strengthened (A53), access to finance will be improved (A22, A23 and A24), some public investments will be supported (A54 and A24), chains actors’ advocacy capacities will be strengthened (A55). In addition to the cross-cutting integration of the gender dimension in all these activities, the programme will also address specific activities promoting equality (Twin-track approach, see below).
- This process of cassava and beans value chain development will be monitored, evaluated (A13) and capitalised throughout the project (A14).

Figure 5: Logical sequence of activities



3.4.1 Activities to achieve R1

Result 1: Value chains management and coordination mechanisms are installed and steer cassava and beans value chain development

It is suggested that the overall process of cassava and beans value chains development shall follow a five steps process (see

Figure 6 below): 1) chain mapping and assessment, 2) building engagement, 3) chain development, 4) monitoring and evaluation, 5) learning and innovation. Though presented below as a sequence one should bear in mind that these steps are to some extent iterative and may overlap one another.

Cassava and beans value chains development will be dealt separately. As presented before the two value chains face different constraints calling for different supports, even if the same guiding principles will be followed. These two processes of value chain development will not follow the same pace. Most probably the process will take more time for the cassava value chain due to the fact that the current supply chain is more complex (more actors, important trade already taking place including massive cross border trade, etc.). There will also be differences between districts.

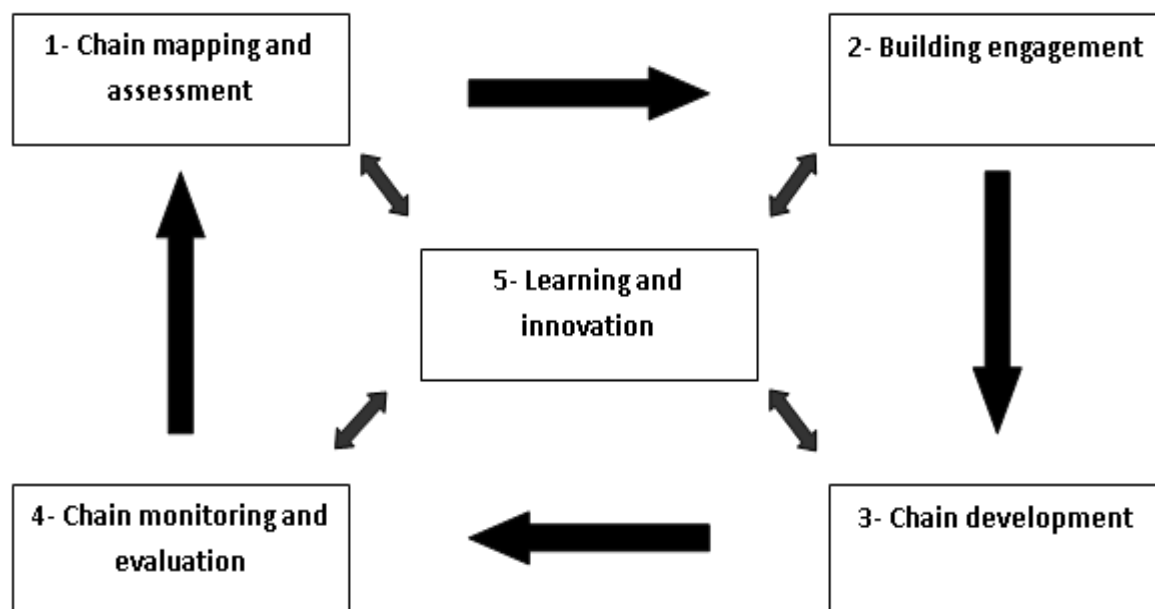


Figure 6: Proposed process for value chain development¹⁰

Steps 1, 2, 4 and 5 are directly falling under result R1, while step 3, Chain development, is falling under R2, R4 and R5.

- The project will start with participatory chain mapping and assessment. As mentioned above these mappings and assessments will be conducted in a gender sensitive way. This will probably include calling upon a gender expertise and/or gender training through a backstopping mission for those involved with the exercise. The mapping and assessment will provide specific information on the needs and interests of the target groups involved and will identify niches and/or lacunas regarding vulnerable populations.
- A major difference between a supply chain and a value chain is the level of collaboration among value chain actors to achieve win-win situations. The project shall therefore facilitate

¹⁰ Source: « Chain empowerment : supporting African farmers to develop markets », KIT, FAIDA, IIRR, 2006)

and strengthen multi-stakeholders processes through participatory and concerted approaches. Separate value chain platforms will be established for cassava and beans: (i) platforms specific to each chain actor and / or (ii) multi-actors platforms. Attention will be given to the gender balanced composition of these structures. The use of quota can support this. The nature of these platforms cannot be determined at this stage and will have to be determined by chain actors. Through these cassava and beans platforms, chain actors will build engagement and will elaborate value chain development / upgrading strategies and plans, taking into account the needs and interests of all groups involved, with a focus on the poor. The latter is a huge challenge for the programme, but results are expected in this area. The programme is invited to create new synergies and introduce innovative approaches to address this challenge, from a sustainable point of view. In the long run these informal platforms may evolve into formal platforms which can have different institutional formats: inter-professional bodies, public-private platforms, etc.

- The project will then support the implementation of the chain upgrading strategies and plans, i.e. will support chain development / upgrading.
- Chain monitoring and evaluation shall as much as possible be participatory so that it allows learning by the chain actors and chain supporters, rather than being only seen as an 'academic exercise' of data collection and analysis for the donor. Specific attention will be given to the assessment of the impact on women's economic empowerment and gender equality. This includes specific gender sensitive indicators provided by the different target groups.

Major activities to be implemented for achieving Result 1:

A11: Analysing, mapping and assessing the value chains of cassava and beans

A12: Elaborating value chains development strategies and plans

A13: Monitoring and evaluating value chains development

A14: Lessons learning and capitalizing

A11: Cassava and beans chain mapping and assessment

The joint analysis, mapping and assessment of each value chain are important aspects of promoting a common understanding of the organisation and the functioning of the value chain. These will also clarify the different perceptions of the different chain actors about the structure and the functioning of the value chain. Chain actors will therefore better understand each other's requirements and constraints. This is especially true for requirements and constraints experienced differently by women and men.

The analysis should also include determining the value added along the stages of the value chain, the cost of production and the transaction costs. Since these will not always be translated in financial terms, it is important to conduct in addition time allocation analyses in order to identify tasks performed by women (or men), which are not remunerated. This economic analysis of the value chain will contribute to assess the chain performance in terms of economic efficiency, while taking into account the non-remunerated tasks of women. Specific mechanisms exist in order to calculate the added value of tasks, which are mostly situated in the reproductive sphere (fetching water, feeding and transporting, ...). All findings should however be discussed with caution between the stakeholders.

The chain mapping and assessment will have to be done beyond the borders of Kigoma region. Indeed the main and major end buyers and processors and consumers are not located in Kigoma. Moreover, most of the value addition (for cassava) is done outside Kigoma Region.

Through such activity chain actors should come to a shared understanding of the existing supply chain, its constraints and opportunities. This is a precondition for elaborating a shared vision for developing the value chain (under A12).

Value chain mapping means drawing a visual representation of the value chain system. Maps identify business operations (functions), chain operators and their linkages, as well as the chain supporters within the value chain. Chain maps are the core of any value chain analysis and therefore indispensable.

Chain mapping is also a strategy for:

- identifying an upgrading vision for the value chain;
- identifying constraints and opportunities related to the vision and according to chain functions and/or chain operators and supporters;
- jointly selecting the most critical points and discuss alternative solutions to addressing them;
- identifying quick-start activities - as a means to gain stakeholders' commitment.

Different methodologies exist for gender sensitive chain mapping.

Box 9: Value chain mapping

Such chain analysis should be participatory, gender sensitive and independent:

- Independent: The information collected from chain actors should not be taken for granted, actors having their own (economic, political....) interests in the value chain. The information will therefore have to be cross-checked with other chain actors and sources. The consultant shall elaborate a critical mapping and assessment of the supply chains.
- Gender sensitive. For reasons mentioned above it is important to conduct all chain mappings in a gender sensitive way, meaning that women's and men's needs and interests will be distinguished and taken into account during the exercise. In order to conduct these mappings, gender expertise should be involved. A gender sensitive mapping will also provide findings related to the vulnerable populations, especially the poor.
- Participatory: Genuine understanding, appropriation and participation of value chain actors in the chain mapping and assessment will ensure the quality of the information collected. It will also prepare their participation into the value chains platforms. The results of the analysis and assessment should be discussed during various multi-stakeholder meetings facilitating dialogue between chain actors.

This activity will be executed during the inception phase / start of the project by the project technical team with, if desired by the Project Coordination, the support of a service provider (national or international)¹¹.

Simultaneously a market survey will be conducted (see under R5), a study on performance of chain supports and the needs assessment for capacity building and organizational development (R3), as well a study on the need and modalities for financing the value chain (R2). These studies will be conducted by different experts as they require different kind of expertise. They will all feed the value chain development strategies and will be conducted in a gender sensitive manner.

The chain mapping shall for each value chain:

- Analyse the available relevant studies¹²;
- Collect additional information with chain actors;

¹¹ There is currently no service provider in Kigoma region able to conduct such work, but there are some in other regions of Tanzania and in Dar es Salam.

¹² SAKIRP identification report, the market research conducted prior to the formulation, this TFF giving some preliminary analyses, a recent study conducted by the Bill and Melinda Gates Foundation on beans and cassava seeds systems (as part as the preparation of the Integrated Seed Sector Development project) and another one on the beans value chain (as part as the preparation of the Integrated Value Chain Development project). The Local Investment Climate project is also supposed to conduct a cassava value chain in 2015. Other studies conducted in other regions may also be useful.

- Elaborate an independent and objective mapping and assessment of the supply chain;
- Facilitate participatory workshops with chain actors to test and discuss findings and to reach a common understanding of the current status of the value chain.

The project team shall on its side:

- Organise the tendering process: drafting TOR, advertising, selecting the candidate, following the work;
- Participate the key steps of this work (such as workshops and field visits);
- Ensure the coherence between the multiple studies (chain mapping, market survey, capacity building study...) and their outputs;
- Assure the integration of the gender expertise and focus on the cross-cutting issues;
- Ensure the coherence with other projects in Kigoma and Burundi¹³.

Though a consultant is supporting the process of chain mapping, the project team, the Districts and the region and chain actors will actively participate in it. Participation of female chain actors and integrating gender in the ToR will make it a gender sensitive activity.

A12: Elaborating value chain development strategies and plans

Initial training on VCD will be provided to chain actors and to Districts staffs. The training should be as practical as possible, notably making direct links with the chain mapping (A11) (possibly with the support of the same consultancy). All trainings will integrate the cross-cutting issues and separate trainings on specific issues will be provided where needed (e.g. on gender, environment, decent work, HIV/AIDS Workplace policy, health and security at the workplace...).

Chain actors will then understand the concepts of VCD. They will appropriate the chain mapping and assessment and will then be equipped for thinking ahead. They will then elaborate a shared vision of cassava and beans value chains development and ultimately they will formulate for each value chain a development strategy and plan of activities for upgrading the VC..

The elaboration of value chains strategies and plans will be the responsibility of value chain actors and of the districts/region with the support of the Project Implementation Unit (PIU). In order to reach such shared vision, value chain platforms will be established (separate platforms for beans and cassava).

Preliminary guiding principles for the elaboration of these VCD strategies and plans are:

- Support and entry points for VCD are driven by the market demand (hence the need for the initial market research under R5) and potential for gender equity and women empowerment.
- Preference will be given to upgrading strategies rather than drastic and fast changes in the value chains. Indeed drastic and fast changes might generate too much resistance and tensions, for example when aiming at changing gender roles.
- The VCD strategy should include the strategy for finance of the VC.
- These VCD strategies and plans should be coherent with the activity plans of the districts (notably DADPS). The cassava and beans value chains should contribute to the economic development of the region. The project should therefore articulate a value chain approach linked with a territorial approach.
- These strategies and plans will formulate a shared vision and the means to reach this. For instance some specific activities to be supported under R4 and R5 will be identified: Which

¹³ BTC PAIOSA program in Burundi is also supporting value chains development in Burundi. Since Burundi is a major outlet of Kigoma region, SAKIRP should get in touch with the PAIOSA to collect additional information and to share findings.

priority public investments to finance and where? Which partnerships between FOs and processors to support? Which local market linkage can be facilitated?

- These value chain development strategies and plans will take into account the needs and interests of women, men, youth as well as those of the vulnerable populations, in order to enable them to support the value chain and to benefit from it in an equal way.
- These VCD strategies and plans must be elaborated jointly by chain actors and districts / region.
- Building a chain involves regular meetings with all actors and sharing information on all interests and possibilities. Each stakeholder must be willing to recognize and respect its own role and that of the other chain actors. These regular meetings may result in the need for chain platforms (see Box 10 below).

The start and process of the establishment of value chain platforms requires intensive facilitation in the beginning as this will be critical for a long-term development of the value chains. Promoting dialogue and engagement between chain actors will be essential. The project, Region and the Districts shall play above all a facilitation role.

Several types of platforms may be supported: mono-actor platforms (according to professional families) and multi-chain actors platforms, platforms at Districts level and at regional level, etc. When facilitating these initial consultations and dialogues, the project team shall identify which type(s) of platform(s) should be supported first and at which level. At this stage we assume that the optimal level for platforms meetings will be most probably at district level. This will also depend on the level of pro-activity and interest of chain actors.

Multi-chain actors platforms (one for cassava and one for beans): Producers, collectors, processors, traders, brokers often do not understand each other's constraints or needs. They actually do not know each other very well. They often only interact during the transaction, for instance when a farmer sell his/her product to a trader. The time of the transaction is not suitable for a proper discussion; it may be tensed and dominated by the price negotiation. It is therefore necessary to allow value chain actors to meet, discuss, understand each other outside of the market place. The first objective of such platform is therefore simply that economic actors get to know each other and to increase their mutual understanding: What are the quality requirements of the trader? What are the transport constraints of the collector? What is holding women back from setting their price? Etc. These platforms shall be dominated by genuine economic actors of the value chains, not by government officials. Economic actors shall set their own agenda. It is possible that during the first meetings women and men will only discuss problems along the chain. Then once more understanding is developing, value chain actors will be able to discuss opportunities and solution and to elaborate value chains development strategies and plans. Chain supporters (including Districts) may be invited in some of these platforms, but chain actors should be given sufficient time to discuss their own issues on their own without external interference. Yet facilitation will be necessary at the beginning, also in order to guide the groups on some Human Right principles and a code of conduct before starting dialogues.

Public – private platforms: An alternative to the previous case is to have a bigger representation of government officials. This may be necessary to better articulate value chain issues and regional development issues. How can value chains contribute to regional development for instance?

Platforms specific to each type of actor: Economic actors, notably small-holders farmers / FOs, have to be prepared when coming to those multi-actors platforms. For instance small-holder farmers / FOs must identify what can be their contribution and position in the value chain. Separate platforms according to "professional family" may also therefore be established: a specific platform for producers, another one for processors and another one for traders, etc. As mentioned above 'safe spaces' can also be requested by women. Such Women Only Structures should therefore be able to count on support and comprehension from the other stakeholders and CV actors, before mixing up with mainstream structures.

Districts Vs regional platforms: Some meetings may also be needed at regional level. Indeed value chains are not limited at Districts level. Yet the District level shall be favoured. It will be easier to gather genuine economic actors at Districts level while at higher level platforms may be dominated by non-genuine economic actors or by political issues. Transport will be easier and one can easily organise half day meetings without taking too much time from economic actors.

What about chain actors not based in Kigoma? Several chain actors are not based in Kigoma such as final buyers, some traders, some processors. It will not be feasible to invite them to all meetings but they may be invited at some. In addition study tours may be organized so that local chain actors meet them and discuss with them chain issues. The project should also ensure that decisions taken by local chain actors are coherent with the overall chain set-up.

Can these platforms be in contradiction with a market linkage approach? These platforms will be dealing with strategic issues mostly, not with direct support to chain actors. A platform may for instance identify and discuss the opportunity of establishing a market linkage. It will monitor such experience but will not be responsible for implementing it. A platform as a multi-stakeholder process is therefore not in contradiction with one-on-one approach (market linkage).

Box 10: Type of platforms which may be supported by the project

The value chain platforms will be essential at the beginning of the project to elaborate the VCD strategies and plans. Yet they will also remain instrumental during the whole project. Issues such as controlling the terms of payment, defining the grade and standards for the commodity or managing innovation may be discussed during these platforms.

The project will therefore provide technical support and a limited financial support to these platforms. Technical support may cover: facilitation of debates notably when economic actors fail to reach some form of consensus (mediation) or providing additional information through studies. Financial support should be kept to a minimum and should not include 'seating allowances' as this should not be the main motivation in participating in these platforms. Compensation of transport costs may be considered in the beginning and specific measures for women to participate will be introduced. Also regional study tours may be financed.

The project team will be directly in charge of the continuous support to these platforms, including for the formulation of the development strategies and plans. The consultants involved in the chains mapping and in the market surveys may also be called in as resource persons for some specific meetings, as maybe BTC gender expertise or the expertise called upon for other cross-cutting issues (HIV/AIDS, environment, decent work, ...).

These platforms will start as informal platforms. Depending on their internal dynamic they may be institutionalized at a later stage (as an inter-professional body or as a public-private platform).

This activity will be gender sensitive and as it intends to develop upgrading strategies with clear measures on transforming gender relations, this activity is gender transformative.

A13: Monitoring and evaluating value chains development

The project shall establish a monitoring and evaluation system covering:

- Project activities and inputs such as trainings, workshops, capital investments on certain links of the value chain, etc., while differentiating the data for women and men where appropriate;
- Immediate outputs and outcomes on the value chains such as increased quantity of cassava collectively marketed by farmers' organisations, improved quality of cassava delivered to traders, etc.; where appropriate gender issues will be monitored (f. ex. differences in prices/salaries/benefits for women and men);
- Broader outcomes and impacts on the value chains such as new sharing of responsibilities between economic actors in the chain, long-term win-win contracts between farmers' organisations and traders, changing gender roles (f. ex women taking up men's activities), possible evolution of price at different levels of the chain.

Data shall be collected at different levels along the value chains, in a gender disaggregated manner where appropriate:

- The farm level: a link will be established with the FFS supported under R4. Some farmers' field school will evolve into "farm business schools" looking at farm management and farm economics and will be able to provide basic farm economics data;
- Other chain actors;
- The chain as a whole and the market: a link will be established with the market information system supported under A53.

A gender perspective in the M&E will be necessary because men, women and youth may not have the same opportunity to upgrade their position in the chain. Segregated data will therefore be necessary.

The M&E matrix will be established with the support of an international consultant during the baseline survey. The consultant should be familiar with the integration of cross-cutting issues (also at impact level).

The data collection will be an integrated activity of the PIU, service providers and chain actors (platforms) for supporting the learning (& action) and shall be as participatory and gender sensitive as possible.

The international consultant will then provide regular (once a year) backstopping to the PIU on M&E and the cross-cutting issues during the project implementation to assist in the data analysis (and impact assessment) and on the lessons learned. In the first mission a framework for data collection (incl. field surveys) should be developed¹⁴.

This activity is gender sensitive as a M&E system will be established which monitors outputs and outcomes from a gender perspective and based on gender disaggregated data.

A14: Lessons learning and capitalizing

Learning and innovation are crucial for successful interventions in value chains. All chain actors and service providers must be able to learn from the situation and adjust their approach accordingly.

Lessons learning and capitalisation will be an essential element along the project. This is motivated by:

- The necessity to follow action-oriented research principles while supporting value chain development;
- The fact that even if the project will focus on two value chains only, spin-off may benefit other value chains.

On most development projects capitalisation is forgotten. When it is taken on board it is most of the time only conducted in the final year of the project with very limited means.

SAKIRP makes capitalisation a specific and continuous activity and allocates sufficient resources for this set of activities throughout the project life and not only at the very end. Learning and innovation will be a continuous process for all chain actors and chain supporters and it should play an important role within the chain platforms. Capitalisation will be articulated with the M&E (possible through one single framework contract).

Capitalisation activities will include:

- Setting up a global capitalization plan at the beginning of the project (year 2) identifying possible areas for capitalisation (topics), possible publics (value chain actors, value chain supporters, development partners) and products (videos, radio broadcast, reports) and

¹⁴ It should be considered how far the framework contract should include at once the components of Baseline Survey, assistance to M&E as well as the one for capitalization.

proposing a capitalisation schedule and organisation (what can be done by the PIU and what should be outsourced).

- Conducting ad hoc capitalisation activities according to the plan, such as:
 - Conducting capitalisation workshops to discuss successes and failure of value chain development and draw lessons, while addressing the cross-cutting issues and document them;
 - Conducting specific short term missions to document findings through videos, reports or radio broadcasts (also on cross-cutting issues). These capitalisation products will mostly be aimed at development partners, Region, GoT. Some will be conducted by the PIU while others may be outsourced.
 - Impact studies before the end of the programmes (f. ex. lessons learned, best practices on cross-cutting issues);
 - Elaborating training materials and extension materials for value chain actors and service providers (also on different topics related to cross-cutting issues).
- Centralising all documentation generated by the project or consulted and making it accessible freely to stakeholders through physical and numeric resources centres (accessible through the web). A www.kigoma-value-chains.org website could be established for that purpose.

The capitalisation and lessons learned will be shared also with key-stakeholders at national level like the concerned Ministries and other relevant national organisations (CSOs and private sector) as well as with other Development Partners.

While as much as possible capitalization should be done by the chain actors, chain supporters and the project themselves, an external support is desirable: methodological support to provide tools, facilitation and coaching to bring some momentum to the process (otherwise capitalization always comes as last priority), technical expertise to analyse issues and conduct specific studies, production of specific products (reports, videos...). The capitalization process will therefore be supported by an international consultant. A first mission will support the elaboration of the capitalization plan. Additional missions will be conducted for facilitation of workshops for capitalization and write-shops, ad hoc studies or products (such as videos).

Because M&E and capitalization often go hand in hand, it is possible to organize a single contract to provide technical assistance on M&E and capitalization (with systematic attention for the cross-cutting issues).

This activity is a gender sensitive activity with specific attention and capitalisation on gender impact which can also contribute to gender transformation processes.

3.4.2 Activities to achieve R2

Result 2: Sound financial mechanisms are developed and financial organizations are strengthened to support value chains development
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For developing well the value chain, there need to be proper financial services at all stages of the value chain. Not only farmers, but also traders, processors, wholesalers and retailers need financial services.

Value chain finance should aim for the following (win-win situation):

- Value chain actors have improved access to financial services and can therefore improve their businesses;
- Financial institutions can develop new financial products and new markets for their financial services, with specific attention for the access to these products by women, and young producers and traders.

Value chain finance (VCF) should include training and capacity building on financial management and business skills.

Efforts should be made to develop from the start of the project a coherent value chain development (VCD) and value chain finance (VCF) strategy. Therefore links with financial institutions should be established right from the start of the project. Sharing information with finance institutions will contribute to their understanding of how the value chain works. In-depth knowledge of the value chain makes risks better manageable, so the banks will be more willing to engage with the value chain and take the risk of lending to asset-poor farmers, traders and other rural businesses.

In the value chain the different actors have different financial needs calling for different financial mechanisms that are not accessible to most chain actors currently (see table 7 below).

Link in the value chain	Example of financial needs identified (non-exhaustive)
Input supply	<p>Input suppliers (stockists) need to buy inputs and have them in stock for their clients. Small scale entrepreneurs need small short term loan from the bank for working capital.</p> <p>Small-holder farmers may require a loan from their SACCOS or VICOBA to buy inputs individually.</p> <p>Alternatively, farmers' organisations can also buy inputs in bulk and sell them to their members on credit. Farmers' organisations will then need a loan from a bank (most likely given the amount required) or from a strong SACCOS.</p>
Production	<p>Small-holder farmers often lack working capital for land preparation or harvesting (hiring labour force). Without access to loans they will produce lower quantity and quality. They may require a loan from their SACCOS or VICOBA to pre-finance the crop or be able to invest in equipment, drying or storage facilities. Farmers' groups engaged in collective plots may also need a loan from a MFI, a bank or a SACCOS for land preparation and purchasing the inputs. In case a farmers' organization functions as a collection point it needs to invest in storage facility and transport.</p>
1st post-harvest	<p>A women group may need a loan from a bank to invest in a simple post-harvest technology they already know. If such women group has too limited capital but good track records the investment could be partly subsidised to avoid pulling down the profitability of the activity from the start.</p>
Processors	<p>Small-scale processors need working capital for buying bulked products from a producer/producer groups. They need also capital to invest in equipment. They need access to medium-term loans and the ability to lease equipment. Commercial banks can play a role in this.</p> <p>Individual entrepreneurs may need loans from a bank to buy milling machines.</p> <p>Individual entrepreneurs or farmers' organisations may be willing to construct a building to host its equipment. To access better marketing opportunities they may need to comply with TBS standards, which implies additional costs beyond the capacity of these investors. To avoid pulling down the business profitability due to a too high credit, such long term investment may be partially subsidised.</p>
Collective warehousing and selling	<p>Many farmers need immediate cash at harvest time and are therefore forced to sell their beans and maize at harvest when prices are lower. Individual farmers may need loans from their SACCOS and VICOBA to meet these immediate cash needs, hence keeping their harvest longer until prices rise again.</p> <p>Alternatively farmers' organisations can organise a warehouse receipt system. FOs will then need a relatively large amount of money to buy farmers' product (paying on the spot), store it for some time, sell it when prices are higher. They will then pay back a bonus to farmers. These FOs will either need a loan from a bank or from a strong SACCOS.</p> <p>Collectors and traders may need additional revolving capital or additional transport facility (small truck, motorbike...) to expend their business hence the need for a loan from a bank (for a big trader) or a loan from a SACCOS for a smaller collectors. Traders have little collateral because their business depends on making their work capital flow as quickly as possible in buying and re-selling their produce.</p> <p>Farmers' organisations may be willing to engage in collective sale and may need a bank loan to buy the product from farmers and pay them on the spot (to build confidence) (either within or without a warehouse receipt system).</p>

Table 7: Example of financial needs of chain actors

In the assessment of the need for financial services should be also considered that youth have even less access to financial services and how this can be addressed.

Some public investment and investment for innovation are necessary:

- Innovation will for instance be necessary to upgrade local cassava post-harvest practices (retting / wet fermentation / drying). Farmers will need to be exposed to new technologies imported from big cassava producing countries such as Nigeria. Yet at first stage small-holders farmers cannot cover the import costs, nor can they support the risk of testing new technologies. Such costs of innovation should therefore be supported by the project.
- Some public investments benefiting the community at large are also necessary to create an enabling environment: markets along the border, one stop border post, basic market access roads.

However in practice all the above mentioned needs are not (yet) tackled for among others the following reasons:

- Though banks (CRDB and NMB) do have sufficient capital, they only lend money to registered cooperatives or private businesses having collateral. Cash collateral is preferred by banks. Most farmers' organisations having no collateral and have therefore no access to bank loans. Also MFI, such as PRIDE with possibilities for 'group collateral', serve only limited number of the above mentioned interested clients.
- Most SACCOS, VICOBA have limited lending capacities due to limited saving capacities of their members.
- Districts do not have the financial capacities to invest in infrastructures and sale points (markets, warehouses, one stop border post, small access roads). These capacities are even reduced these years in the absence of DADPs money.

The project should therefore support the establishment of new or strengthen existing financial mechanisms:

- To finance public investments improving the value chain environment (ex. a market). Most likely this will be financed by a 100% grant but (co-) finance through other funds should be analysed (DADPs, PASS, other projects such as LIC, IVCD, MIVARF, etc.).
- To finance innovations in the value chains (ex. an improved retting / drying process). Most likely this will be financed by a partial grant, the beneficiary having to finance part of it (possibly through a loan).
- To finance long term investments (private or collective) which cannot yield immediate returns (ex. a warehouse of a farmers' organisation). Most likely this will be financed by a partial grant, the beneficiary having to finance part of it (possibly through a loan).
- To finance value chain development activities by FOs or private entrepreneurs / businesses (ex. working capital for a FOs collective sale campaign). Most likely this will be financed through a loan (either from a bank or a MFI).
- To finance SACCOS and/or VICOBAs (ex. working capital to increase lending capacities). Most likely this will be financed through bank.

The project wants to facilitate those operations in the value chain through which the chain competitiveness for the Region can be increased.

As much as possible the project will favour the adoption of business principles for loans by value chains actors: Favouring working through banks for loans, and limiting direct investment to very

specific conditions (public investments, innovation, long term investments). Both loans and grants being necessary, the project shall combine both mechanisms but with clear distinctions to avoid confusions by chain actors. The two channels must be clearly separated.

The project will also avoid establishing new financial mechanisms which will not be sustained after the project and will as much as possible work through existing ones (e.g. PASS), where needed and possible, and support improving them.

Major activities to be implemented for achieving Result 2:

A21: Elaborating and supporting a comprehensive value chain development financing strategy

A22: Improving financial products and services for chain actors by banks and MFIs

A23: Strengthening technical and managerial capacities of VICOBA and SACCOS

A24: Direct investments to support value chain development

A21: Elaborating a comprehensive value chain development financing strategy

This shall be done through a comprehensive study:

- Assessing the financial needs of the different value chain actors and their access. The study needs to pay special attention to the specific needs of women farmers, business-women (collectors, processors, traders) and also for youngsters in order to assess the possibilities for addressing the needs for these groups.;
- Assessing the existing financial organisations and institutions:
 - Looking at banks and MFIs (CRDB, NMB, PRIDE, SACCOS, VICOBA, etc.), assessing their financial products and ‘openness’ for developing new appropriate financial products for improving access for certain chain actors;
 - Identifying the financial mechanisms / investments funds already in place that could be mobilised for value chain development and assessing what the role could be of the project in facilitating the improved access to these services/mechanisms for the benefit of the chain actors. Possible mechanisms include using PASS, the warehouse receipt system for public or private warehouses (through CRDB or NMB) or using other mechanisms established by projects such as LIC, MIVARF;
- Identifying possible options to enhance farmers’ organisations’ access to finance;
- Elaborating a comprehensive VCD financing strategy jointly with the different financial service providers. The strategy may be based around three axes (corresponding to activities A22, A23 and A24): (i) banks, (ii) MFIs such as SACCOS and VICOBA, (iii) special investments funds (through a specific value chain development fund or through other existing funds). For each axe the study should clearly present its diagnosis and recommendations; recommendations should be very clear in terms of implementation modalities. The value chain finance strategy should clearly differentiate grants (through a Value Chain Development Fund or other existing funds) and loans (through banks, SACCOS and VICOBA).
- Drafting the necessary procedure guidelines and manuals.
- Identifying the needs for capacity building on financial management for the different financial service providers (mostly VICOBA and SACCOS).

This study and assessment should be executed straight at the beginning of the project in order to develop a coherent joint VCD-VCF strategy. The study will be outsourced to a firm with international expertise on finance of value chains (with attention for cross-cutting issues). During the initial study there will be a strong emphasis on feasible options with mechanisms and modalities supported by the

concerned service providers.

As this will take time and needs adaptations of existing procedures of banks and MFI's, the support for the implementation of the VCF strategy will be also 'coached and monitored' by possibly the same consultant for achieving the desired level of access to financial services (and loans) as required by the different actors.

Following such (external) study, the project will focus its value chain finance strategy, most likely around three axes: (i) banks, (ii) MFI such as SACCOS and VICOBA's, (iii) special investments fund, corresponding to A22, A23 and A24, hence making grants or loans available to chain actors, but with clear distinctions.

The financing strategy will focus on improving access to financial services for women (groups) and will therefore be gender transformative.

A22: Improving financial products and services for chain actors by banks

Currently only cooperatives - AMCOS in coffee and tobacco, and big SACCOS - and entrepreneurs with collaterals have access to loans.

Following the initial VCF study (A21), the project will negotiate with banks (in priority CRDB and NMB, but possible also with other commercial banks on condition of having a sufficient network in the region and experience with micro-financing) the conditions for improving access to financial products and services for of farmers' organisations, small entrepreneurs, SACCOS and VICOBA's. Such process may be supported by the VCF consultant (under A21).

One possible option (already discussed with the CRDB bank manager during the formulation but to be confirmed by assessment under A21) is that the project will provide a temporarily cash collateral hosted on a bank account. This will have two advantages: (i) serve as collateral for chain actors not having any, hence facilitating their access to loans, (ii) allow the bank to practice a reduced interest rate because the collateral is in cash, hence making the loan cheaper for the borrower.

The temporarily cash collateral hosted on a bank account will then improve loan access to AMCOS linked to the selected value chains of the project, smaller SACCOS, VICOBA's, CBO's, entrepreneurs having an economic feasible value chain development project.

Although the project will provide a temporarily cash collateral, the bank has its own responsibility in handling the loans (screening application and loan monitoring must still be done). Such loans should still be handled according to business principles (sound proposals to be financed only, close monitoring of loan repayment, etc.).

In the long run, chain actors will build loan track records and should then be able to "graduate" to the banking system. Also in the long run, after evaluation of this mechanism by the bank and the project, it can be assessed to what extend support of finance for the banks/MFI through BIO (Belgium Investment Company for Development Countries) is an interesting option for the different partners.

The financial mechanism will imply the bank, the borrower (chain actor), a service provider and the project.

It will be analysed also what the possibilities are for developing special financial products for young chain actors, which could be the creation of start-up funding opportunities for promoting rural youth entrepreneurship linked to the selected value chains.

The bank shall:

- Make a critical assessment of the loan request;

- Provide the loan to the borrower including some basic capacity building / training on loan repayment;
- Make all necessary following up during loan repayment.

The project shall:

- Provide a temporarily cash collateral¹⁵;
- Work as a facilitator between the bank, the borrower and a service provider contracted by the project;
- Keep an eye on the beneficiaries of the loans and ensure equal access.

To make it simple for young and small entrepreneurs and young FOs, local service providers (NGOs, local consultancies) may be contracted by the project to support the borrower (under A43 and A52). Alternatively, stronger entrepreneurs and experienced FOs should rather contract directly the service providers; the cost of such service being supported by the project (paid by the project to the borrower who then pay the service provider). The latter option would encourage the establishment of service providers to chain actors.

This activity will support and monitor explicitly the effectiveness of the developed financial products and services provided by the different financial actors on gender sensitivity.

<p>A23: Strengthening technical and managerial capacities of VICOBAs and SACCOS</p>
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Strengthening VICOBAs and SACCOS can benefit in several ways value chain development:

- First, small-holder farmers will have an improved access to individual loans. Hence they'll be able to invest in their field or they'll be less inclined to sale individually their products at the harvest time and they'll be more inclined to sale collectively through their FOs;
- Second, VICOBAs and SACCOS may be able to develop partnership with FOs such as warehouse receipt systems;
- Third, specific attention for women and women's organisations will strengthen women's economic empowerment and improve indirectly gender equality.

The project might consider to encourage the organization of youths into informal saving and credit groups such as VICOBAs or even SACCOS.

Strengthening the financial capacities of SACCOS and VICOBAs is dealt under A22 (improved access to subsidised loans).

Under A23 the project will strengthen technical / managerial capacities of VICOBAs and SACCOS, allowing a general upward movement:

The assessment of the main capacity building requirements will be outsourced to a local consultant/NGO with proven expertise in this, who will, in collaboration with the relevant District officers, develop tailor made capacity building plans.

Special points of attention are : (i) How to strengthen women's position in these organisations and their access to finance? (ii) How these organisations can contribute to value chains development (for instance links with FOs for warehouses receipt systems)? (iii) Small business management.

Initial training will be outsourced to the same service provider or another NGO. The same

¹⁵ During the initial consultancy for developing the mechanisms and modalities of collaboration, the construction of this temporarily guarantee fund will be established including the mechanisms of ending of this temporarily guarantee fund, most probably at the end of year 4.

organisations shall then coach VICOBA and SACCOS to ensure quality tracks records are built. Such good tracks records will allow VICOBA and SACCOS to secure further loans from the banks without necessary coaching or facilitation.

SACCAS will be assisted to register as SACCOS (in collaboration with Districts officers).

The project team will provide initial methodological guidance and will outsource the initial assessment to a local consultancy, while the training / coaching may be done either by a local consultancy or an NGO in collaboration with the concerned District Officer. The districts Cooperative officers will be intensively involved in the strengthening of the technical and managerial capacity of the SACCOS, while the District Community Development officers will play this role for the VICOBA.

This activity will have a focus on gender transformation.

A24: Direct investments to support value chain development

A22 and A23 shall improve chain actors' access to loans of banks and MFIs as well as other financial services such as savings. However value chain development cannot only rely on loans. Direct investments in the form of grants - either a 100% grant or a partial grant - are also necessary to finance public investments (ex. a market), support introduction Ware House Receipt system, long term investments possibly pulling down a business short-term profitability (ex. a building) and innovations often beyond the scope of small-holders and individual entrepreneurs (ex. testing a new technology). These investments are also linked to improved integration into the VC by groups of farmers (A4.3) and supporting processors and traders (A5.2).

A special mechanism to provide such grant should therefore be established, or strengthened. The financing modalities are not yet determined and will be elaborated on the base of the assessment under A21 (including procedure manuals). It may be done directly from the project, or through a specific Value Chain Development Fund (VCDF), or through other existing mechanisms (PASS or others). The institutional framework (selection committee, host organisation, etc.), rules, procedures manual will have to be specified under A21.

The consultant elaborating the financing strategy, will develop in close cooperation with the Project Management and the concerned service providers, the management structure and implementation modalities of the VCDF, which need to be approved by the Steering Committee. The functioning of the fund will be monitored and evaluated in year 4 of the project to formulate if necessary an exit strategy of the fund.

In priority such funds will be used to finance investments planned in the value chains development plans. Part of it may also be allocated to respond to specific demands not initially foreseen but contributing to the development of the value chains. The project will provide a clear policy for attributing these grants and inform all actors involved, in order to avoid corruption, conflicts, misconceptions and creation of too many expectations.

These grants (100% or partial) may be combined with loans from banks (under A22).

The project team will be directly in charge of implementing such activity. Promotion of gender equality and inclusive approach will be included in the criteria for disbursement.

3.4.3 Activities to achieve R3:

Result 3: Public and private chain supporters provide effective services to value chains actors

Value chain upgrading implies also (better) access to services. As Result 2 deals with financial services, the services referred in this result are non-financial services.

The non-financial services needed for the upgrading of the cassava and beans value chains cover

several areas (marketing & sales, administration, finances, production, quality management, etc.) and several types of services (long term coaching and advising, initial and refresher training, mediation, audit, matchmaking, etc.) as presented in the table below (not exhaustive)/

Area of services required for value chain development	Type of services required
<ul style="list-style-type: none"> • Marketing: identification of new markets and opportunities (study), definition of a marketing strategy, consumer target markets, strategic positioning and translation of the strategy into a marketing mix. • Sales: in conformity with the previously defined marketing strategy and its related market targets/segments, activities of matchmaking and market linkage. • General business management: leading, directing and planning. • Procurement and production planning. • Accounting, finance and administration: business plans, record keeping, stock taking, accounting, human resource management, annual assemblies, reporting, etc. • Technology: product innovation, quality management and assurance, process innovation to reduce costs and/or improve quality. • On-farm production: improved farming practices & quality management. Organization and institutions: registration, elaboration of by-laws, annual assemblies. • Legal advice: legal compliance, resolution of conflicts. 	<ul style="list-style-type: none"> • Awareness raising, sensitisation and information • Initial training and refresher training • Long term coaching, advising and backstopping • Providing expertise on a specific aspect • Mediation and facilitation / linkages • External monitoring and evaluation and auditing • (Financial services under Result 2)

Currently Districts offices and several local NGO's support farmers in Kigoma. There are very few private businesses operating as chain supporters providing services in Kigoma rural to chain actors. The few ones (accountants, business advisers...) are mostly in Kigoma town and are not focusing on smallholders.

These local services providers are mostly experienced in farmers' / community mobilisation and deal mainly with production issues. They have so far limited experience in value chain development, business advice, marketing linkage and of working with the private sector. None of them has experience with strategic marketing and positioning strategically a region their products in the market. These organisations have "roots" in the region but not the necessary skills on VCD and business advice.

Simultaneously there are some service providers in other regions of Tanzania with significant VCD and business advice experience who could possibly intervene in Kigoma region such as: Faida Mali (market linkage), Match Makers (accompanying national NGO's and companies in their development of a VCD upgrading strategy), Mviwata and others. Those organisations have the VCD / business advice skills but not the necessary capacity and "roots" in the region.

Hence, the project cannot rely only on local services providers who do not have yet the necessary skills in VCD and business advice, nor can it rely only on national service providers who are not (yet well) established in Kigoma region. As a matter of fact the project will need both types of organisations for having the necessary capacity for VCD and the necessary "roots" and linkages in the region for a sustainable VCD. Support to chain actors (under R4 and R5) shall then be provided by a consortium or partnership of national and local service providers having a framework contract for partnership for each value chain.

To stimulate the establishment of such consortiums the project shall:

- Identify two shortlists of organisations: one having demonstrated VCD / business advice skills (Faida Mali, Match Makers Associates, etc.) and one having roots and linkages in Kigoma (MVIWATA, KIYADO, Worldvision, etc.);

- Organise a call for proposal requesting a consortium between local and national organizations to be established and teaming up both types of organisations.

The project aims to the emergence of sustainable service providers, which could also include to facilitate the emergence of private businesses operating as chain supporters in Kigoma. The consortiums should suggest clear (exit) strategies for a sustainable provision of services after the project.

The logic of intervention as regard service provision by private organisations to chain actors will therefore be the following:

- In the short term, the project will mobilise (most probably) for each value chain a consortium gathering a national organisation teaming up with one of more local organisations. This will ensure that chain actors receive the necessary quality support from nearby organisations. The national organisation will provide tools, training, coaching in VCD and business advice, while the local organisation, knowing the local context adapt the tools and training, facilitate the intervention, conduct regular visits to chains actors.
- Simultaneously through a well-focused program on capacity building and coaching it will build the long term capacities of local service providers, including the districts and region. These consortium will be mobilised under R4 and R5 to provide direct support to chain actors;
- In the longer run, the project will facilitate the emergence of innovative forms of service provision (non-purely NGOs). This will require conducting an institutional innovation process. It must therefore be very clear from the start that the cassava and beans consortiums must plan a progressive exit strategy allowing the emergence or strengthening of sustainable chain supporters locally based in Kigoma.

Simultaneously, and from the start of the intervention, the project shall provide capacity building and institutional support to the districts and the region to strengthen their capacity for facilitating VCD. The project will also support the Region and Districts through other activities such as FFS, public investments for VCD, direct financial means for Districts (IT equipment, transport means and, running expenses).

Although a comprehensive landscaping of chain supporters in Kigoma will be necessary, one can already differentiate the following types:

Organizations with extensive experience with VCD, business advice and private sector support:

- Tanzanian services providers not represented in Kigoma region but dealing with VCD such as Faida Mali (market linkage), Kaderes (business advice), Match Makers (VCD expertise), etc. Their statuses vary (NGOs, enterprises).

Organizations with limited experience in VCD, business advice or private sector support, but with extensive experience in dealing with local farming communities on production issues: field work, sensitization, workshop facilitation, etc.:

- Big NGOs having an office in Kigoma region (national NGOs affiliated to an international NGO) such as World Vision Tanzania, Tanzania Catholic Relief, Caritas, etc.
- Local NGOs or CBOs present in Kigoma such as Kasulu Consortium, KYADO, etc.

Other service providers:

- Small private services providers such as individual accountants or small consultancy companies proposing business plans;
- Training institutions: MATIs, MUCCOBS and other public or private training institutes (purely private or part of universities);
- Other organizations present in Kigoma region such as SIDO;
- In addition Districts staffs do also provide some services to chains actors (sensitizing FOs, support for registration, etc.);
- Lastly when big chain actors are involved in out-grower schemes they are also chain supporters.

Box 11: Main types of chain supporters

Major activities to be implemented for achieving Result 3:

A31: Assessing service needs for chain actors and need for capacity building and supporting models for chain supporters

A32: Strengthening chain supporters for sustainable effective service provision to chain actors of selected value chains

A33: Supporting the Districts and the Region to play their role for facilitating VCD

A31: Assessing service needs for chain actors and need for capacity building and supporting models for chain supporters

The project will carry out during the starting phase a Capacity Building & Training Needs Assessment (CBTNA) through an external consultant, This CBTNA analysis will detail the roles and organizational requirements of all the 'chain service providers/supporters' with regard to the desired outcomes related to VCD.

It will follow the following sequence of analysis and assessment:

- What are the performances of the chain service providers?
- What is the desired level of performance and the role of these service providers?
- What is their capacity need for this?
- What is the capacity gap to be able to do this?
- What is the 'package of capacity support' needed and its 'modality of execution'?

This analysis and assessment will result in a plan for Capacity Building and Organizational Development (CBODP) for the different Chain Service Providers. The aspect of Gender will be clear indicated in the ToR of the assessment.

The assessment for the need of services, the performance required of the service providers and the need from capacity building must be done by an independent expert team on capacity building (CB). The needs assessment should be from a viewpoint of organizational development (and not only focused on individual skill development).

This initial study, executed in the first phase of the project after the market survey and the elaboration of the market strategies and the assessment of the need for financial services, should assist the PIU in drafting the ToR and call for proposal to support chain actors under R4 and R5. It will allow making concrete proposal for the establishment of consortiums of service providers to cover the whole range of services to chain actors.

In the ToR for the assessment will be indicated explicitly to give special attention for the specific needs of female and young chain actors.

A32: Strengthening chain supporters for sustainable effective service provision to chain actors of selected value chains

This activity is first aimed at organisations who will be directly involved in the project implementation (local organisations within the consortiums) and in a second step at other service providers for the VCD.

First step: building the capacities of local service providers through linking up with national organisations within consortiums:

Local organisations' capacities will be strengthened by national organisations with which they team up

in consortiums for providing direct support to chain actors (under A43 and A52). This will require:

- Initial training: most likely topics are value chain development and business advice. It shall cover theoretical aspects, practical aspects and study tours.
- Refresher training will most probably be necessary after one year.
- In addition regular coaching of chain supporters will be necessary. A lot of the capacity building will actually be through learning by doing. This is the main reason for establishing consortiums.

The project shall encourage youth organisations working as chain supporters / service providers (such as KYADO) to join in consortiums. Moreover the project could consider to identify chain supporters which could be strengthened for providing special services to young chain actors.

NB: The idea is not a training of trainer scheme, i.e. not a national organisation training a local organisation so that they can support chain actors in the field. Indeed with such training of trainer scheme chain actors may become the “guinea pig” of local organisations not yet skilled in VCD and business advice. Chain actors will be supported by a consortium teaming up a national organisation and a local organisation, the former providing methodological guidance, training and monitoring (at key steps) while the later will provide much more regular advice.

Second step: Implementing an exit strategy of the consortiums allowing local service providers to sustain:

Various models of service delivery to chain actors are possible in the long run apart from the standard NGO donor funded model:

- Some form of market linkage (such as the Faïda Mali model) whereby a chain supporter act as a temporary link between small-scale farmers and a company linked together by a contract. The consortiums mobilised under R4 and R5 will partly work as temporary links. The critical issue is therefore how to sustain their intervention or by whom can they be replaced in the long run;
- A farmers’ organisation apex can render services to its members (information, training, market information, etc.). This will tackle the needs of farmers, but not of other chain actors;
- Specific service centres may be established to provide services to chain actors. These can have a various status (purely private, FO, mixed, etc.);
- Others (based on training organisations, on universities, etc.).

The PIU, in collaboration with the cassava consortium and the beans consortium, will explore some of these models of service provision.

This will include looking at the technical, institutional and economic aspect of service provision:

- Building the technical capacity of the local service providers (training...);
- Providing some institutional and legal advice for adequate registration of the service provider;
- Elaborating a business model for the service provider;
- Coaching the service providers.

The consortia of service providers will be assessed on their gender sensitiveness and training in gender equity in VCD will be provided when considered necessary.

A33: Supporting the Districts and the Region to play their role for facilitating VCD

The project shall strengthen the Districts and the Region in:

- Facilitating the value chain development process;
- Providing direct support to chain actors, mostly to farmers: direct support to FFS by ward extension staffs, direct support to CBOs and VICOBAs by community development officers, direct support to cooperatives and SACCOS by cooperatives officers (for registration for instance).

The project shall strengthen the Districts within their existing mandates. This will imply institutional, technical and financial support to Districts.

Such technical assistance to the District shall be done directly by the project team hosted at regional level and working through the Districts as through the framework contracts. When necessary some training may however be outsourced. In addition relevant districts staffs will be invited to most training organised by the project (on VCD, on business advice...) with priority for the District Focal Point and officers from the District Facilitation Team. Specific gender training with possible support of the gender machinery at district level will be given.

3.4.4 Activities to achieve R4

Result 4: Stronger position of smallholders, especially women, in the value chains through improved integration and empowerment

This result deals with the main beneficiaries of the project, namely small-holder farmers, especially women, as value chain actors.

Improving farmers' integration and empowerment into value chains requires two "preconditions": (i) they sufficiently master the crop production process, (ii) they are organised (in farmers' organisations such as cooperatives or other types of CBOs).

Currently both aspects still need improvements and the project will support both aspects:

- Mastering the production process: This requires better extension and inputs supply (notably good quality seeds). The project will therefore support farmers' field schools under A41. FFS will not be seen as a purely technical extension. Other aspects such as farm management, marketing, empowerment will also be covered in the FFS approach.
- Being organised: Through FFS farmers organization can be strengthened. In addition the project will support farmers' networks in Kigoma so that they can strengthen FOs. MVIWATA is the national network of farmers' groups in Tanzania (gathering around 100.000 members throughout the country) and has also experience with organization of farmers linked VCD. It is therefore the ideal organisation to support the development of farmers' organisations in Kigoma and farmers' organisations integration in value chains. Yet MVIWATA in Kigoma is behind other regional MVIWATAs in its capacity and needs to be strengthened by its national umbrella body. A direct support to MVIWATA done under A42 will encourage farmers to be organised and will therefore facilitate farmers' integration into value chains.

There are in principle four possible strategies for empowering farmers in the chain development. (combinations of strategies being also possible) (see Box 12 below):

1. Upgrading as a chain actor: farmers become crop specialists with a (more) clear market orientation;
2. Adding value through vertical integration: farmers move into a strategic market approach, joint processing and collective sale in order to add value to the product and increase their income;
3. Develop chain partnerships, building long term alliances with buyers;
4. Developing ownership over the chain, building direct linkages with consumers for instance.

At this stage it is not possible, nor is it advisable, to set the strategies for developing each value chain.

Firstly we need the market surveys and the participatory value chains analyses. Secondly based on this, these upgrading strategies must be formulated by value chain actors themselves (with the project support), taking into consideration their constraints and competencies.

However it is possible to give some suggestions that will have to be confirmed at the inception of the project and through the value chains platforms. See Table 8 below.

	Possible actions to develop the cassava value chain	Possible actions to develop the beans Value chain
Upgrading as chain actor	Supporting FFS to improve cropping practices Supporting production and distribution of clean planting materials (disease free, varieties responding to the demand of consumers) Supporting farmers to engage in collective action (collective sale for instance) through FOs	Supporting FFS to improve cropping practices to reduce losses on the field Supporting production and distribution of improved seeds (higher yielding, varieties responding to the demand of consumers) Supporting farmers to engage in collective action through FOs
Adding value through vertical integration	Supporting farmers on-farm to improve the primary post-harvest: cleaning, retting / wet fermentation, drying cossettes, grading cossettes to improve quality (white cassava instead of black cassava) Supporting FOs engaged in collective sale of cossettes Analyse potential for diversification in transformation process. Some FOs are willing to engage in milling (production of cassava flour), but it is not sure whether FOs should engage in this activity or leave it to other chain actors?	Supporting improved storage of beans to reduce losses and benefit from improved prices (collective storage linked to warehouse receipts system)
Develop chain partnership	Supporting the establishment of long term partnership with millers, traders and buyers. Need to know the final demand. Are there opportunities with breweries? What about starch production? Or fish food?	Supporting the establishment of long term partnership with traders and buyers. Strengthening the interactions between WOS and mainstream structures, to empower women,
Developing ownership of the chain	Supporting FOs to play an effective role in the cassava value chain platform	Supporting FOs to play an effective role in the cassava value chain platform. Strengthen women's representation in mainstream structures and inforce women's decision-making power in these structures.

Table 8: Possible actions for a value chain development strategy

These suggestions should not be necessarily implemented in a chronological sequence from production to marketing. The project strategy is not to start looking Rather a value chain development approach is suggested, whereby the entry point in the value chain is determined and whereby the project will slowly pull a string. This means that, as often happens, it is not necessarily to start looking at the production side (A41), then to organise farmers (A42), then to look at marketing side. Below are given possible strategies for each value chain (purely indicative at this stage):

A possible strategy for cassava may be to start working on the primary post-harvest at farm level and on collective selling of 'cossettes'. Through improved drying technologies farmers would be able to produce a higher quality white cossettes (fetching a higher price) and to reduce their losses. They could simultaneously organise the primary collection through a FO: they would indeed secure their market, possibly fetch better prices and reduce their costs. Once such scheme is running smoothly, the project may pull the string and additional activities may be developed: Increasing the quantity marketed through an increased membership of the FOs, looking at production issues to increase production and therefore to increase marketing negotiating longer term collaborations with buyers engaging on simple processing?

A possible strategy for beans may be to start working on storage combined with collective selling, possibly through warehouse receipt systems, both to reduce post-harvest losses and to allow farmers to secure better prices (instead of selling when prices are the lowest). Then the project will pull the string and may look at other issues.

A critical aspect will be for farmers' organizations to identify what should be their role, or position, in the value chain. This will depend on FOs' own aspiration as well as on the space possibly left by other value chain actors. The platforms established under R1 should provide guidance as regard the possible level of vertical and horizontal integration to be achieved:

Vertical integration may be favoured with farmers being involved in activities after the production process: collection of products, storing, processing, marketing...;

Horizontal integration may be encouraged with farmers being increasingly involved in the value chain governance.

Vertical integration: being involved in chain activities: This is often the preferred strategy adopted by farmers. They want to suppress some intermediaries and want to capture additional added value. Yet assuming new activities in the value chain implies some costs, risks and new skills. This requires:

- Technologies : acquiring new technologies and maintaining them / updating them;
- Finance : initial investment and running capital are necessary;
- Human resources: training and capacity building ;
- Organization / institution : Quality control procedures.

Horizontal integration : being involved in chain governance :

This is often overlooked by farmers. The aim here is to strengthen farmers' position in the chain management, coordination and governance. This implies

- Information management : concerning farmers themselves (knowing the production cost for instance), his/her farmers' organization (traceability systems) and the market (market information systems);
- Managing quality : Grading, quality control system, quality certification;
- Managing innovation : farmers can be involved in the action-oriented projects or in technology development rather than being simple recipients of innovation;
- Cooperation within the value chain to enhance mutual understanding, dialogue, to elaborate a value chain development strategy and plan
- Marketing intelligence to better assess the final consumer demand and being able to respond to it.

Box 12: Possible elements of vertical and horizontal integration

Major activities to be implemented for achieving Result 4:

A41: Empowering farmers through farmers' field schools

A42: Strengthening farmers' organisations and farmers' networks

A43: Supporting farmers' organisations for improved integration and empowerment in the value chains

A41: Empowering farmers through farmers' field schools

FFS supports an educational approach that emphasizes experiential learning, action research and

critical thinking. It enables farmers to take the lead in local adaptation of not only crop practices but also other practices related to for example value addition and farmers organization.

The project will provide financial and technical support to Districts to implement and sustain farmers' field schools since such approach has proven effective in Tanzania. This will allow farmers not only to become crop specialists but also for taking jointly steps to deal with challenges and obstacles through more reflective critical thinking and collective action (organization and empowerment). Support will be provided by the project directly to Districts for elaborating and implementing an effective FFS approach:

- Existing FFS will be supported to increase their knowledge and skills in problem-solving as well as enhancing their sustainability;
- New FFS will be established specifically in areas with high production of cassava and beans, especially for women. This should facilitate further integration of smallholder farmers into cassava and beans value chains. Yet FFS shall not focus only on these two crops but on the farm as a whole. Farmers belonging to these groups can join existing FOs (AMCOS or other) or form new groups (formal or informal) for collective sales for cassava and beans or other crops but also for the purchase of inputs.

The project will also support the evolution of the FFS approach to better take into account two critical issues:

- Sustainable agriculture: FFS will be supported (training, exchange visits) to better handle issues related to soil fertility management, soil erosion, agro-ecology to avoid too much dependence on chemical inputs.
- Farm management: Some most promising FFS will be supported to evolve into "Farmers' business schools" to also address farm management / farm economics issues. This is still new in Kigoma region.

Upgrading existing FFS, supporting new FFS and assisting FFS to move towards "farmers' business schools" (FBS) will require much time and resources, straight from the beginning of the implementation period of the project. The performance of FFS and its evolution from FFS to FBS should be monitored and assessed during the project.

Critical for the FFS is the attention for appropriate curriculum design, the capacity building of the trainers and attention to the quality of the learning process, paying attention to the necessary adult education and experiential learning principles. Training (and coaching) FFS facilitators thoroughly in facilitation skills is often overlooked. The sustainability of FFS will be increased enormously to train and involve increasingly 'farmers facilitators' of 'farmer promoters'.

FFS offers also a very good opportunity to attract women farmers and groups. For attracting more vulnerable individuals (single parent households, child headed households, people with a disability, poor families, PLHIV, etc.) who may find it hard to participate to the relatively intensive FFS learning process, adaptation of arrangements should be considered.

Setting-up Junior Farmer Field School for young farmers should be also considered with a specific adapted curriculum and training approach.

In addition FFS offer also opportunities for addressing other social issues such as HIV/AIDS, nutrition, etc. It is important to clarify from the start that FFS activities are inclusive, touching women and men and vulnerable populations. Different kind of channels can be used in order to mobilise individuals and groups. Specific expertise can be consulted in order to draw specific awareness-raising campaigns addressing cross-cutting issues.

As regard "farmers" business schools" the project shall therefore:

- Train extension staffs on farm management and farm economics: initial training and refresher training on calculation of cost of production, gross margin, farm income, value addition on the farm, etc.
- Provide support to selected FFS through the Districts, both financial and technical support. Individual farmers will be assisted to collect farm data at their level and to analyse them. This will require the provision of simple notebook and of initial training to farmers. Regularly group session on the “farmers’ business school” will be organised to compare individual results within the group. Some benchmarking will therefore be possible.
- Collect and analyse data from these “farmers’ business school” on cassava and beans production. These data will be centralised to draw conclusions as regard standard production costs, gross margin of cassava and beans production. Farm typologies may be necessary since all farms are not facing the same conditions. These data may then be used by FOs for price negotiations with buyers and to discuss value chain development strategies with the platforms.

For the development of the detailed framework for FFS and a roadmap for the implementation of the FFS program, the guidelines, curriculum development, and coaching and monitoring structure will be established a framework contract with an experienced (international or regional) service provider with FFS implementation in the Region (Tanzania, Burundi, Rwanda, Kenya, Uganda).

This framework and roadmap for FFS should be developed direct after the baseline phase has been finished in close collaboration with PIU expert on FFS and relevant persons of the Districts.

Districts staffs, including Ward Extension officers and Farmer promoters will be mobilised for FFS implementation. Eighteen motorbikes will be made available to the districts for the training and guidance of the FFS groups; Districts staff will receive additional technical backstopping from MATIs/ARDIs subject matter specialists. NGOs or MATIs will train extensions staffs on farm economics and the process of coaching. Developing curriculum and coaching districts staffs on sustainable agriculture and farm management will be also be covered under the contract with the service provider for FFS.

A42: Strengthening farmers’ organisations and farmers’ networks

During the base line phase the project will execute an assessment of potential organisations which are considered as farmers’ network and have the capacity to strengthen farmers’ organizations especially with the focus on VCD and market linkage. The final selection of the appropriate organisation or network will however be through a call for proposal.¹⁶

Under this activity the selected organisation/registered farmers network will:

1. Develop its network at ward, districts and regional level. Farmers’ representation (gender balanced) in political debates will then be strengthened at all levels in Kigoma region;
2. Contribute to the promotion of FOs in the region. Farmers will then be encouraged to form FOs, to join the existing ones and to develop them. Possible wrong perceptions or negative images of FOs (linked to mismanagement of cooperatives in the past) will therefore be diminished. MVIWATA will provide institutional and organisational support to FOs.
3. Strengthen the position of small-holder farmers in value chain platforms with special focus on women empowerment: preparing positions papers (before meetings), organise consultation

¹⁶ During the formulation MVIWATA was considered as a possible organisation which can be considered as a national farmers’ network with capacity to strengthen farmers’ organizations, especially linked to VCD.

between farmers in parallel to the multi-actors platforms (under A12), represent farmers in multi-actors platforms.

A pluri-annual framework contract shall be signed with the selected organisation/network, and activities being defined on a yearly basis along the three above mentioned areas.

In addition the selected organization may also be involved in direct support to farmers' integration and empowerment into value chains (under A43). This will be done in partnership with other service providers and chain supporters.

A43: Supporting farmers' organisations for improved integration and empowerment in the value chains

A wide range of FOs' initiatives on cassava and beans value chain development may be supported through this activity A43: collective storing (warehouse receipt system for instance), collective selling of raw product or of processed product, input supplying, basic processing, market linkages, innovation (technology development and test), etc.

The support to FFS (under A41) should be also considered as "building blocks" to move to networks and associations and units that have more negotiating power and networks that break manipulative relationships with trade middlemen therefore access to more lucrative markets for sale of their produce.

A43 deals with "soft" supports (training, advice) hence A43 will have to be tightly articulated with other activities and supports:

- Financial support: loans will be facilitated under A22 (banks) and A23 (SACCOS & VICOBA's) and grants under A24 (partial or total grants). These loans and grants will allow "hard" investments by chain actors;
- On farm support will be provided under A41 (FFS and "farmers' business schools");
- FOs sensitisation, information and representation will be ensured through A42.

The "soft support" provided under A43 covers:

- Assisting farmers' organisations to identify business opportunities and to elaborate sound business plans / projects proposals related to value chain development (in coherence with value chains development plans). The level of complexity of the business plan shall be adapted to the level of maturity of the FO and to the type of business / initiative. One should not make the process overcomplicated, but some basic business principles shall be respected. Female initiatives will be encouraged and supported.
- Assisting FOs to secure the funds (through loans and / or grants) based on these business plans. Grants should be limited to specific situations where loans may limit the immediate profitability of the project.
- Providing necessary initial trainings and information for value chains development initiatives by FOs: "theoretical" trainings, practical trainings, exchange visits.
- Providing the necessary coaching and market facilitation¹⁷ to FOs while implementing their initiatives. Such coaching must be at least for a two year period after the start of the activity. Facilitate farmers' participations into trade fares.

Most probably two consortiums will be mobilized for implementing this activity: a "cassava consortium" and a "beans consortium"¹⁸. Each consortium shall be constituted of:

¹⁷ Faïda Mali has demonstrated experience in market facilitation / market linkages.

¹⁸ Based on the expertise and capacity of the individual members of the consortium, it should be analyzed if one consortium for both VCs or a consortium for each VC will be most effective, or otherwise some functions can be implemented by the same service provider for both (and other) VCs. For Example Faïda Mali can do market linkage for both VCs.

- A national organization having extensive experience in VCD, business advice and working with the private sector;
- A local organization having extensive experience working with local communities in Kigoma region;
- The consortiums may also mobilise expertise if necessary.

Each consortium will work with all chain actors, from farmers to traders, meaning they will implement activities A43 and A52. This shall ensure proper market linkages between producers, traders, processors and the final consumers.

In the ToR and criteria for awarding the 'contracts' to the service providers gender will have an important weight to ensure a positive gender transformative impact.

3.4.5 Activities to achieve R5

Result 5: Improved market access and sustainable trade

To achieve improved access and sustainable trade a broad panel of activities is necessary:

- Activities related to strategic orientations for developing the value chains: Two market surveys for cassava and beans will be implemented under A51. This activity is of paramount importance since it will guide the value chains development strategies and plans elaborated by the platforms.
- Activities related to improving the value chain environment: A54 will strengthen the existing market information system(s) for the major crops. A55 will upgrade or establish public infrastructures necessary for value chain development (financed under the value chain development fund). A56 will strengthen advocacy capacities regarding cross border trade issues and other issues.
- Activities related to specific chain actors: A53 will support collectors, processors and traders value chain development initiatives.
- Activities related to a combination of chain actors: A52 will facilitate market linkages between chain actors and the creation of sustainable business relations.

As for the direct support to farmers' integration and empowerment into value chains, these activities will be tightly linked with the financial mechanism installed under R2 and the capacity building of chain supporters / service providers under R3.

Women and youth are strongly involved in collecting, processing and trading cassava and beans. They will get special attention to become beneficiaries of activities under R5.

Sustainable trade will be ensured through:

- Sustainable business models: The various actors in the chain must all be able to make a sufficient profit. After an initial period of assistance, each of the actors in the chain must be able to act on their own, without continuing long-term outside subsidies or other forms of support. A business model that does not generate sufficient profit on a sustainable basis for each of the actors, or that relies on continuous outside support, is doomed to fail in the long term.
- Equity: Ensuring that the economic gains in value chains are fairly distributed among the various actors. It is necessary to take into consideration aspects such as return on investments and the bargaining power of the various actors. Returns should be proportionate to the level of effort and risk that the actors assume. Smallholder farmers should be treated as rational business people who require empowerment to be able to negotiate a higher economic return. In the long run this approach will contribute to the promotion of gender equality.

Major activities to be implemented for achieving Result 5:**A51: Conducting a market survey****A52: Supporting collectors, processors and traders value chain development initiatives and facilitate market linkages****A53: Strengthening the existing market information system(s) for the major crops****A54: Supporting public infrastructures and sale points****A55: Strengthening advocacy capacities regarding trade issues and other issues within the value chains****A51: Conducting market surveys**

The demand side must dictate the value chains development strategies. For instance for cassava, value chain development strategies will depend on responses of these questions (among others): Is there a significant demand for starch? Is the production of fish food an option for farmers' organisations? What about the demand for low quality flour and for high quality flour? What are the specific quality requirements in Rwanda? And in Burundi? Are brewing companies able and willing to purchase some cassava? Can school canteens be a possible client for flour and for snacks?

Currently very little is known about the end consumers of cassava and beans, about the real and possible future demand for cassava and beans products, hence the need for the initial market surveys on both crops.

The market surveys shall investigate the current demand and look at possible future opportunities.

The market surveys should be conducted by a consultancy/agency firm with clear expertise in market and consumer surveys (in Tanzania and neighbouring countries). NB: These market surveys are of crucial importance to the project since they will guide the VCD strategies and plans.

The market surveys shall:

- Look at both national and international demand. Currently both crops are traded internationally and Burundi is a major outlet for cassava. It should also assess the level of risk depending on the final destination. It should look at the demand of the end consumer. Countries to be looked at are: Rwanda (Kigali) , Burundi (Ruyigi , Bujumbura), TZ other regions/main cities
- Look at the variety of products (low / high quality, different level of processing, etc.) and at opportunities of product development and new distribution channels: level of demand of cassava of national breweries, bakeries, biscuit factories, consumer chips factories, manufacturers of animal food; fisheries. Buyers requirements & consumer preferences
- The market survey should not be only theoretical dealing with macro-economic figures, but should also be down to earth exploring concretely opportunities. For instance if a brewing company is interested in buying cassava: Which quality? Which quantity? When? At what price? Under Which conditions? It should identify potential business partners, new sales channels and retailers in Burundi, Rwanda, RDC and Tanzania down the value chain for raw and processed products.

The market surveys will be tightly articulated with the chain mapping and assessment exercise (A11). Both activities (A51: market survey and A11: chain mapping) will be conducted at the beginning of the project but will require different competencies. Both will then feed the value chain platforms who will then elaborate the value chain development strategies and plans. The ToR for the surveys will indicate the need for disaggregated data and information and gender sensitive analysis.

A52: Supporting collectors, processors and traders value chain development initiatives and facilitate market linkages

Activity A52 is somehow a mirror of A43, which is focused on supporting farmers' organizations, while A52 is for other chain actors: collectors, traders, processors.

A52 deals with "soft" supports: training and advice of chain actors, elaboration of business plans, etc. Beside these "soft supports", chain actors will also benefit from financial supports provided under A22 (loans from banks) and A23 (loans from SACCOS, VICOBAAs) and grants under A24 (partial or total grants from the value chain development fund). These loans and grants will allow "hard" investments by chain actors. "Soft" and financial supports will be articulated.

A wide range of chain actors' initiatives may be supported under A52. A cassava processor may be supported to upgrade its building and processing machines so that he/she can reach a more lucrative market (higher quality flour for instance). A maize miller may be supported so that he/she can diversify its business into cassava milling as well. A beans trader may be supported to improve its storage facilities: exposure to new storage technologies (for instance with Purdue University special bags). Facilitating market linkages seem also quite a good option (see box below) and a cassava trader may be supported to establish longer-term relationship with FOs through a market linkage approach. Etc.

Facilitating market linkages between small holder farmers and buyers of agricultural produce, traders and processors has proven an interesting approach in Tanzania and abroad.

Such approach is one possible option to facilitate small-holders farmers' integration and empowerment in cassava and beans value chains. Yet for each commodity the market linkage approach has to be adapted to its conditions and characteristics of the product and the market.

It may be quite relevant for cassava value chain where brokers currently absorb a significant margin along the chain, while facing limited costs and risks as compared to other chain actors (this should however be verified by the initial value chain analysis).

Faida Mali has tested and applies the 10-steps Market Linkage Approach which is a tool to bring small-scale farmers and buyers of agricultural produce together in which a facilitator (such as Faida Mali) acts as a « catalyst » or « broker » building trust between the parties. In addition it provides tailor-made coaching/training and assist in tapping business opportunities.

This approach has 3 phases: creating interest under the market chain actors, develop trust and collaborate for grabbing/implementing joint market opportunities.

Once the market surveys and the value chain analyses have confirmed that a market linkage approach can be implemented with some farmers' organizations and buyers, the PIU shall recruit a specific market linkage facilitator to coach, facilitate and support the market linkage. Such facilitator should have proven experience in market linkage in Tanzania. Experience in cassava and beans would be an advantage. A framework contract, with phased support, could be elaborated and agreed with such a facilitator.

Box 13: Faida Mali market linkage approach

The "soft" support provided under A52 covers:

- Assisting chain actors to identify business opportunities (which product? which market? etc.) and to elaborate sound business plans / projects proposals related to value chain development (in coherence with value chains development plans).
- Assisting chain actors to secure the funds (through loans and / or grants) based on these business plans. Grants should be limited to specific situations where loans may limit the immediate profitability of the project.
- Providing necessary initial trainings and information for value chains development initiatives: "theoretical" trainings, practical trainings, exchange visits.

Providing the necessary coaching and market facilitation¹⁹ to chain actors while implementing their initiatives.

A special attention shall be given to businesswomen and youth initiatives in the value chains. As mentioned under R3 and R4, two consortiums will be mobilized for implementing also this activity: a “cassava consortium” and a “beans consortium”. Each consortium shall be constituted of:

- A national organization having extensive experience in VCD, business advice and working with the private sector;
- A local organization (or an organisation already active in Kigoma) having extensive experience working with local communities in Kigoma region;
- The consortiums may also mobilise international expertise if necessary.

Each consortium will work with all chain actors, from farmers to traders, meaning they will implement activities A43 and A52 simultaneously. This shall ensure proper market linkages between producers, traders, processors and the final consumers.

A53: Strengthening the existing market information system(s) for the major crops

This activity will cover those crops for which farmers, collectors and traders like to receive market info and could therefore include the main crops in Kigoma region: cassava, beans, maize, banana, sunflower, palm oil, rice, etc.

First a study of existing market information systems will be conducted by a consultancy company. It shall cover at least the TigoKilimo, VodaKilimo and MVIWATA systems on market information. The study shall analyse the current functionalities: crops covered, information provided in theory and in practice, level of satisfaction of users, main constraints, possible opportunities for strengthening the systems, possibilities to articulate the systems with GIS. The study shall also recommend which system may be strengthened in Kigoma region and how.

Extension workers linked to FFS are considered also as ideally placed for receiving market info on their mobile phones and inform their groups and make sure that other beneficiaries get access to this market information.

The project team shall then discuss with the selected service providers the conditions for strengthening / deploying the system in Kigoma region.

The detailed activities will depend on the findings of the study and on the financial mechanisms to sustain the market information systems.

A54: Supporting public infrastructure and sales points

Public infrastructures are necessary to improve the value chains context, such as one stop border posts, markets, storage facilities/warehouses (when not managed by FOs), small access roads, and other facilities (scales, toilets...) etc.

Some public infrastructures will be financed under A24 by the value chain development fund. A54 deals with the “soft” support to be provided before and after the construction, rehabilitation or upgrading of such infrastructures. Under A55 the following activities will be conducted:

- Identifying the necessary priority public infrastructures in the value chain development plans to be financed. This should be done through the value chain platforms;

¹⁹ Faida Mali has demonstrated experience in market facilitation / market linkages.

- Conducting the necessary social engineering of each public infrastructure before its implementation: organise broad consultation, discuss management issues with future users before investment is done, etc.;
- Handling the necessary tendering processes for the construction / rehabilitation of public infrastructures: initial studies, works and controls;
- Training of the future users (management committees of markets for instance);
- Coaching the users during the first two years of utilisation.

The PIU shall be responsible for managing such process: dealing with value chains platforms, organising the tendering processes (for preliminary studies, construction work and control), etc. It shall sub-contract training and coaching aspects to NGOs or consultancies.

Such activity should be implemented in very close collaboration with the Districts and the Regional Secretariat.

NB: The budget under A54 is limited to the soft component (studies, training...). The actual budget for the construction works is under A24.

<p>A55: Strengthening advocacy capacities regarding trade issues and other issues with the value chains</p>
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As described in section 2, Kigoma region partakes to a significant cross border trade (towards Burundi, DRC, Rwanda, Uganda, Soudan and Zambia), such trade being mostly informal. Chain actors have expressed the need to be better equipped to discuss cross border trade issues with government.

This requires capacity building for improved advocacy work by chain actors:

- Training on formal processes and coaching;
- Possibly some legal advice to deal with problems.

3.5 Indicators and means of verification

See annex 1 with the log frame for the proposed indicators.

The final indicators will be determined during the Baseline survey aiming at elaborating the M&E matrix.

3.6 Description of beneficiaries

The main direct beneficiaries are the chain actors of the cassava and beans value chains:

- Small-holder farmers: Many farmers in Kigoma cultivate cassava and nearly all cultivate some beans. Small-holders farmers should be the primary beneficiaries of the value chain development and a pro-poor value chain approach will be implemented. Supports to farmers' field schools (A41), to farmers' networks (A42) and to farmers value chain development initiatives (A43) are directly aimed at them. They'll also directly benefit from improved financial services (R2), improved services (R3), improved market linkages (R5) and improved governance of the value chains (R1).

- Other chain actors: They'll also benefit from direct support to their initiatives (A52), from improved financial services (R2), improved services (R3), improved market linkages (R5) and improved governance of the value chains (R1).

Actually the project aims at supporting win-win situations for farmers and other chain actors.

- Women shall benefit both as farmers and as chain actor at the other end of the chain (collectors, traders...). Gender is both mainstreamed in the project and specific activities are designed with a gender perspective. The project will provide sufficient expertise in order to guide the integration of the gender dimension during implementation and M&E.

Secondary beneficiaries will be:

- Local chain supporters (NGOs and service providers) will be better equipped to deal with VCD and business advice. It is expected that innovative forms of service provision will emerge through the project (A32).
- The youth will also be secondary beneficiaries. It is expected that youth may constitute some of the new chain supporters / service providers.
- The Districts staff: Districts will benefit from equipment (IT and motorbike), from additional means to run FFS, from training and advice.

Indirect beneficiaries may be:

- The end consumers of cassava and beans products benefiting from a better supply of improved products;
- The local economy at large since many small jobs may also arise from better functioning value chains.

3.7 Risk Analysis

3.7.1 Implementation risks

Risks	Level	Alleviation measure
JLPC not really effective due to being too much concerned on operational issues and too little on strategic issues	M	Streamline JLPC with only strategic institutions and delegate operational monitoring to Technical committees and to Regional and District Stakeholder Meetings, From the start creating clear comprehension of the members of the JLPC what their mandate and role is.
Tendency of Districts to spread the project activities over too many value chains and areas, which dilutes the quality of outputs in each.	M	Continuous dialogue with districts on strategy of project and reasoning behind strategic choices ;
Tensions among the population on both sides of the border disturb seriously the cross border trade	M	Develop market strategies which are not only focused on the cross border trade but also on the market of other regions in Tanzania.
Insufficient attention for the gender dimension in VC activities.	M	Top down accountability for integrating gender at all phases of the programme and at all levels of the PIU.

3.7.2 Management risks

Risks	Level	Alleviation measure
Delays of implementation at District level linked to administrative and technical bottlenecks	M	Provide technical and administrative assistance to Districts to influence bottlenecks, calling on their accountability and on the support through JLPC.
Delays in contracting service providers due to bureaucratic procedures at region and district for procurement and tendering	M	Centralize as much procurement as possible for service contracts, but keep a close eye on performance based payments.

3.7.3 Effectiveness risks

Risks	Level	Alleviation measure
Mistrust among value chain actors (e.g. private sector) and not having the willingness to collaborate	M	Have an approach from the beginning of the dialogue between actors to create trust and engagement and ensuring the capacity of facilitators for this.
Resistance in LGA to contract non-state service providers with the necessary know-how and expertise.	M	Involve LGA fully in the assessment of the need for services and support by the chain actors and the assessment of performance of service providers (including the public sector) Advocate during the project implementation consequent the principles of Value for Money.

3.7.4 Sustainability risks

Risks	Level	Alleviation measure
Implementation modalities of other donor funded projects are only facilitating micro-projects and therefore possibly disrupting a VCD approach	M	Establish good communication and coordination platforms with other projects/agencies who have interventions linked to the selected value chains.
Service providers do not continue after the end of the project due to lack of core funding.	M	Involve different type of service providers and facilitate long-term partnership with more permanent local service providers with a view to continue the collaboration and service provision after the project end.

3.7.5 Fiduciary risks

Risks	Level	Alleviation measure
The inability to open "special accounts" for the project as per Execution Agreement, leads to a cumbersome fund flow system.	M	Use of the District development or miscellaneous account needs careful monitoring to ensure funds are earmarked for project and not allocated to other sectors. Use of alternative accounts by transferring money through M-pesa
Ineffective control of financial information at District and Regional level and questionable reliability and inconsistency in report data.	M	Prepare PIM and AFM Manual in an early stage and provide orientation and training and guidance in its use. Provide administrative backup from PIU to districts to help improve quality of reporting Organize regular financial audits (internal and external) and deal with issues through management reports.

4 RESOURCES

4.1 Financial resources

4.1.1 Tanzanian contribution

The Tanzanian contribution to the project has the following components:

- Full time Project Coordinator for 60 months;
- District Focal Point (DFP) officer and the members of the District Facilitation Team (DFT)
- Office space and facilities (such as running costs for electricity, water landline phones and internet) for PIU at the Region
- Working place and basic furniture for the project teams at district level.

The total Tanzanian contribution is estimated at € 800,000.

4.1.2 Belgian contribution

The Belgian contribution is detailed in the next pages.

Sustainable Agriculture Kigoma Regional Project				CHRONOGRAM							
BUDGET TOTAL				Execution mode	BUDGET TOTAL	%	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
A			Smallholders incomes is increased and diversified in Kigoma Region, especially for women, through pro-poor value chains development.		4,010,000	50%	725,000	1,105,000	1,150,000	770,000	260,000
A	01		<i>Value chains management and coordination mechanisms are installed and steer cassava and beans value chain development</i>		330,000	4%	80,000	70,000	50,000	60,000	70,000
A	01	01	Analysing, mapping and assessing the value chains of cassava and beans	BTC-mgt	60,000		50,000	10,000	-	-	-
A	01	02	Elaborating value chains development strategies and plans	BTC-mgt	50,000		10,000	10,000	10,000	10,000	10,000
A	01	03	Monitoring and evaluating value chains development	BTC-mgt	100,000		20,000	20,000	20,000	20,000	20,000
A	01	04	Lessons learning and capitalizing	BTC-mgt	120,000		-	30,000	20,000	30,000	40,000
A	02		<i>Sound financial mechanisms are developed and financial organizations are strengthened to support value chains development</i>		1,750,000	22%	370,000	480,000	550,000	350,000	0
A	02	01	Elaborating and supporting a comprehensive value chain development financing strategy	BTC-mgt	150,000		50,000	40,000	30,000	30,000	-
A	02	02	Improving financial products and services for chain actors by banks and improving access to finance by chain actors	BTC-mgt	300,000		300,000	-	-	-	-
A	02	03	Strengthening technical and managerial capacities of VICOBA's and SACCOS	BTC-mgt	100,000		20,000	40,000	20,000	20,000	
A	02	04	Direct investments to support value chain development	BTC-mgt	1,200,000		-	400,000	500,000	300,000	-
A	03		<i>Public and private chain supporters provide effective services to value chains actors</i>		175,000	2%	50,000	25,000	50,000	30,000	20,000
A	03	01	Assessing service needs for chain actors and need for capacity building and supporting models for chain supporters	BTC-mgt	40,000		40,000	-	-	-	-
A	03	02	Strengthening chain supporters for sustainable effective service provision to chain actors of selected value chains	BTC-mgt	85,000		-	15,000	40,000	20,000	10,000
A	03	03	Supporting the Districts and the region to play their role for facilitating VCD	BTC-mgt	50,000		10,000	10,000	10,000	10,000	10,000
A	04		<i>Stronger position of smallholders, especially women, in the value chains through improved integration and empowerment</i>		1,145,000	14%	125,000	370,000	325,000	200,000	125,000
A	04	01	Empowering farmers through farmers' field schools and "farmers' business schools"	BTC-mgt	600,000		50,000	200,000	200,000	100,000	50,000
A	04	02	Strengthening farmers' organisations and farmers' networks in Kigoma region	BTC-mgt	245,000		25,000	70,000	50,000	50,000	50,000
A	04	03	Supporting farmers' organisations for improved integration and empowerment in the value chains	BTC-mgt	300,000		50,000	100,000	75,000	50,000	25,000
A	05		<i>Improved market access and sustainable trade</i>		610,000	8%	100,000	160,000	175,000	130,000	45,000
A	05	01	Conducting a market survey	BTC-mgt	70,000		50,000	10,000	10,000	-	-
A	05	02	Supporting collectors, processors and traders value chain development initiatives and facilitate market linkages	BTC-mgt	300,000		50,000	100,000	75,000	50,000	25,000
A	05	03	Strengthening the existing market information system(s) for the major crops	BTC-mgt	30,000		-	-	20,000	10,000	
A	05	04	Supporting public infrastructures and sale points	BTC-mgt	170,000		-	50,000	50,000	50,000	20,000
A	05	05	Strengthening advocacy capacities regarding trade issues and other issues within the value chains	BTC-mgt	40,000		-	-	20,000	20,000	-

B				2,054,400	26%	422,400	523,200	463,200	343,200	302,400
B 01		<i>International and national technical assistants (PIU)</i>		<i>2,054,400</i>	<i>26%</i>	<i>422,400</i>	<i>523,200</i>	<i>463,200</i>	<i>343,200</i>	<i>302,400</i>
B 01 01		International technical assistants	BTC-mgt	1,320,000		300,000	360,000	300,000	180,000	180,000
		International project manager	BTC-mgt	870,000		150,000	180,000	180,000	180,000	180,000
		International advisor for marketing and business development	BTC-mgt	450,000		150,000	180,000	120,000		
B 01 03		National technical assistants	BTC-mgt	734,400		122,400	163,200	163,200	163,200	122,400
		National advisor on business development	BTC-mgt	183,600		30,600	40,800	40,800	40,800	30,600
		National advisor on gender and capacity building	BTC-mgt	183,600		30,600	40,800	40,800	40,800	30,600
		National advisor on FFS, farmers organization and empowerment	BTC-mgt	183,600		30,600	40,800	40,800	40,800	30,600
		National advisor on M&E	BTC-mgt	183,600		30,600	40,800	40,800	40,800	30,600
X		Budgetary reserve (max 5% * total activities)		93,050	2%	18,000	18,000	18,000	18,000	21,050
X 01		<i>Budgetary reserve</i>		<i>93,050</i>	<i>1%</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>21,050</i>
X 01 01		Budgetary reserve	BTC-mgt	93,050		18,000	18,000	18,000	18,000	21,050
Z		General means		1,842,550	23%	635,000	343,200	368,200	238,200	257,950
Z 01		<i>Staff expenses</i>		<i>781,350</i>	<i>10%</i>	<i>189,500</i>	<i>198,600</i>	<i>198,600</i>	<i>108,600</i>	<i>86,050</i>
Z 01 01		Regional Project Coordinator	BTC-mgt	30,000		6,000	6,000	6,000	6,000	6,000
		Regional Project Coordinator (top up)	BTC-mgt	30,000		6,000	6,000	6,000	6,000	6,000
Z 01 02		Finance and administration team	BTC-mgt	131,100		23,000	27,600	27,600	27,600	25,300
		National accountant	BTC-mgt	85,500		15,000	18,000	18,000	18,000	16,500
		National administrative assistant	BTC-mgt	45,600		8,000	9,600	9,600	9,600	8,800
Z 01 03		Drivers	BTC-mgt	168,000		30,000	36,000	36,000	36,000	30,000
		Drivers(5)	BTC-mgt	168,000		30,000	36,000	36,000	36,000	30,000
Z 01 04		Other Staff Expenditures	BTC-mgt	7,500		7,500				
		Recrutement costs	BTC-mgt	7,500		7,500				
Z 01 05		Other supporting staf shared with WASKIRP	BTC-mgt	444,750		123,000	129,000	129,000	39,000	24,750
		International Financial Officer (1/2)	BTC-mgt	270,000		90,000	90,000	90,000		
		National Procurement Officer (1/2)	BTC-mgt	48,000		12,000	12,000	12,000	12,000	
		National Logistic Officer (1/2)	BTC-mgt	42,750		7,500	9,000	9,000	9,000	8,250
		National administrative and financial officer (1/2)	BTC-mgt	84,000		13,500	18,000	18,000	18,000	16,500
Z 02		<i>Investments</i>		<i>294,000</i>	<i>4%</i>	<i>294,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Z 02 01		Transport means	BTC-mgt	229,000		229,000	-	-	-	-
		PIU Vehicules	BTC-mgt	175,000		175,000	-	-	-	-
		Motor cycles	BTC-mgt	54,000		54,000	-	-	-	-
Z 02 02		Office equipment	BTC-mgt	20,000		20,000	-	-	-	-
Z 02 03		IT equipment	BTC-mgt	25,000		25,000	-	-	-	-
Z 02 04		Office improvement works	BTC-mgt	20,000		20,000	-	-	-	-
Z 03		<i>Operational expenses</i>		<i>582,200</i>	<i>7%</i>	<i>104,500</i>	<i>122,600</i>	<i>122,600</i>	<i>122,600</i>	<i>109,900</i>
Z 03 01		Services and maintenance costs	BTC-mgt	40,000		8,000	8,000	8,000	8,000	8,000
Z 03 02		Vehicle running costs and fuel	BTC-mgt	280,000		50,000	60,000	60,000	60,000	50,000
Z 03 03		Motorbike running costs	BTC-mgt	43,200		2,700	10,800	10,800	10,800	8,100
Z 03 04		Telecommunications	BTC-mgt	30,000		6,000	6,000	6,000	6,000	6,000
Z 03 05		Office supplies	BTC-mgt	24,000		4,800	4,800	4,800	4,800	4,800
Z 03 06		Missions	BTC-mgt	90,000		18,000	18,000	18,000	18,000	18,000
Z 03 07		Meetings	BTC-mgt	60,000		12,000	12,000	12,000	12,000	12,000
Z 03 08		Other costs (financial costs)	BTC-mgt	15,000		3,000	3,000	3,000	3,000	3,000
Z 04		<i>Audit and Monitoring and Evaluation</i>		<i>185,000</i>	<i>2%</i>	<i>47,000</i>	<i>22,000</i>	<i>47,000</i>	<i>7,000</i>	<i>62,000</i>
Z 04 01		Mid-Term and final Evaluation costs	BTC-mgt	80,000		-	-	40,000	-	40,000
Z 04 02		Audit	BTC-mgt	30,000		-	15,000	-	-	15,000
Z 04 03		Baseline survey	BTC-mgt	40,000		40,000				
Z 04 04		Backstopping	BTC-mgt	35,000		7,000	7,000	7,000	7,000	7,000
TOTAL				8,000,000		1,800,400	1,989,400	1,999,400	1,369,400	841,400

4.2 Human resources

4.2.1 Project staff

The various analyses show clearly that there is within the Region of Kigoma a low implementation capacity in the Region and Districts as well as with local service providers for value chain development and related expertise in financing value chains, market linkage and business development. Expertise and sensitivity in gender and women empowerment is limited in the public sector, while most NGO's score better.

Given this low capacity in critical expertise, the project foresees a strong element of technical assistance, both through the PIU at regional and district levels as well as through framework contracts with service providers linked to the above mentioned fields of expertise.

Position	Nb of months	Full/part time	Contracting Party	Type
National Project Coordinator/expert in Agricultural Development	60	Full time	RS	Management
International Project Manager, advisor in value chain development and value chain finance	58	Full time	BTC	
International advisor for strategic market and VCD	30	Full time	BTC	Technical Expertise
National advisor for Business Development	54	Full time	BTC	
National advisor for Gender and Capacity Building	54	Full time	BTC	
National advisor for FFS, FOs and Empowerment	54	Full time	BTC	
National advisor M&E	54	Full time	BTC	
International Financial Officer (shared with WASKIRP)	36	Part time	BTC	Others
National administrative and financial officer (shared with WASKIRP)	56	Part time	BTC	
National Procurement officer (shared with WASKIRP)	48	Part time	BTC	
National Logistic Officer (shared with WASKIRP)	57	Part time	BTC	
National accountant	57	Full time	BTC	
National administrative assistant / secretary	57	Full time	BTC	
National drivers (5)	280	Full time	BTC	

To ensure the sustainability of the project outcome, both the advisors and the contracted service providers, will have an important responsibility for building the required capacity in above mentioned fields of expertise at the level of the region and districts and at the level of local non-state service providers.

Junior assistants can also be recruited by BTC, having only small operational costs and not additional salary costs on the project budget. The focus of their TOR could be on communication, microfinance and M&E but the need and desired expertise will be analysed during the inception phase.

4.2.2 Other key staff

PMO-RALG, Region and Districts will ensure participation of their staff through nominating a Regional Facilitation Team (RFT), District Facilitation Team (DFT) and District Focal Points (DFP) officers.

The PMO-RALG will ensure that the RS and Districts have sufficient staff for the project to be functional with special reference for the district Facilitation Team (DFT) and the District Focal Point Officer.

Ward Extension Office (WEO), Village Executive Officer (VEO), Village Council, will be mobilized when necessary. Especially the Ward Extension Officers of selected wards will be strongly involved in the FFS activities.

4.3 Other Resources

4.3.1 Services outsourced to national and international organizations

4.3.1.1 Type of services outsourced

Several types of services will be necessary throughout the project (see Table 9 next page):

- Some short term consultancies mostly at the start of the project. These are already clearly identified: market surveys, value chain mappings, capacity building needs assessment;
- Some framework contracts will allow getting additional expertise throughout the project: M&E and capitalization framework contract, cassava and beans consortiums framework contracts, value chain finance framework contract, MFIs framework contract, MVIWATA strengthening framework contract;
- Short ad-hoc consultancies and trainings. These are not yet completely identified at formulation stage but these will deal with FFS, MIS, advocacy capacity building, service providers' capacity building, etc.

All these contracted services will plan and execute the activities under their contract in close collaboration with the PIU, the region and the concerned districts. Within their ToR will be always explicitly elaborated in detail the component of capacity building of the concerned regional and district staff and other beneficiaries.

To bolster the support needed by the low capacity in the Districts, so as to maximise outreach to communities, implementation partners such as specialized NGOs, research or training centres, or private sector, will be contracted. The aim is to maximise the expertise and continued presence of such providers in the region through a medium term performance based contract to support the implementation of some of the multi-tasks of the project. All these contracted services will plan and execute the activities under their contract in close collaboration with the concerned districts and will ensure capacity building of the district staff and other beneficiaries.

As selection criteria will included among others the practical knowledge of the region, the sustainability of their presence, the capacity building strategy and the proposed exit strategy.

In annex 7 is indicated a list with identified service providers with their fields of expertise.

For all these contracted services the basic principle is that a contract can be only attributed after a tender procedure according the specified regulations as indicated in chapter 5.

Type of service provision				Related activities
Short term consultancies	1 contract for value chain mapping for cassava and beans	Mission in year 1 + some more limited inputs in year 2	National	A11: Analysing, mapping and assessing the value chains of cassava and beans
	1 contract for capacity building needs assessment	Mission in year 1	(Inter)national	A31: Assessing service needs for chain actors and need for capacity building and supporting models for chain supporters
	1 contract for cassava market survey 1 contract for beans market survey (Or one single contract for both)	Mission in year 1 + some more limited inputs in year 2	International	A51: Conducting a market survey
Framework contracts (from year 1 to year 5)	1 contract for M&E & capitalisation	Missions throughout the project in years 1, 2, 3, 4 and 5	International	A13: Monitoring and evaluating value chains development A14: Lessons learning and capitalizing
	1 contract for value chain finance	Big mission in year 1 to elaborate the value chain finance strategy + follow-up missions in years 2, 3 and 4	International	A21: Elaborating and supporting a comprehensive value chain development financing strategy
	1 contract for training and coaching MFIs	From year 1 to 5, with most activity in years 2 and 3	National	A23: Strengthening technical and managerial capacities of VICOBAs and SACCOS
	1 contract for FFS set-up and coaching	From year 1 to 5	Regional	A41: Empowering farmers through FFS
	1 contract with a farmers' network in Tanzania to strengthen FOs	From year 1 to 5	National	A42: Strengthening farmers' organisations and farmers' networks in Kigoma region
	1 contract for cassava value chain development/ market linkage 1 contract for beans value chain development / market linkage	From year 1 to 5 with most activities in years 2, 3 and 4		A43: Supporting farmers' organisations for improved integration and empowerment in the value chains A52: Supporting collectors, processors and traders value chain development initiatives and facilitate market linkages
Short ad-hoc consultancies and training (when needs arise)	Several ad-hoc contracts with research and training institutes (on improved farming practices and sustainable agriculture) and with NGOs for farm management to support Districts extension staff	Trainings + exchanges visits from year 1 to year 5 NB: only part of the budget is outsourced. Most of A41 budget line is directly targeted at Districts	National	A41: Empowering farmers through farmers' field schools and "farmers' business schools"
	Several ad-hoc trainings of emerging service providers when the cassava and beans consortiums start to pull back	From year 3 to 5 only.	National	A32: Strengthening chain supporters for sustainable effective service provision to chain actors of selected value chains
	Possibly one short term consultancy outsourced if PIU not able to do it	Study in year 3.	National	A53: Strengthening the existing market information system(s) for the major crops
	Several ad hoc trainings and studies to support PIU	Year 2 to 4	National	A54: Supporting public infrastructures and sale points
	Several ad hoc training or consultancies	Year 3 and 4	National	A55: Strengthening advocacy capacities regarding trade issues and other issues within the value chains

Table 9: Possible contracted support for project implementation

4.3.2 Other services (under general means)

- Mid-Term and Final Evaluation costs
- Audit
- Baseline survey
- Backstopping

BTC HQ and Representation, will provide regular backstopping to the project either for operation and finance, sector specific and possibly for the cross cutting issues. The scope of each mission can be variable and will be established in consultation with the Project Management and the Representation.

Other tasks (evaluation, audits and baseline) will be outsourced to national or international organisations.

4.3.3 Investments

Belgian contribution (of project budget)

- Purchase of 5 vehicles
- Purchase of 18 motorcycles (3 per districts)
- Purchase of equipment needed for the project team
- Purchase of office equipment (PIU, Districts)

All equipment and transport means bought through the project shall be used exclusively for the implementation of the project activities.

The disposal of vehicles for project purposes at the district will be determined by the PIU according the need within specific periods by the DFP. 18 motorcycles will be posted in the WEO offices, where there are intensive FFS activities going on.

5 IMPLEMENTATION MODALITIES

5.1 Contractual Framework and Administrative Responsibilities

The legal Framework of the present project is governed by:

- the **General Agreement** for Development Cooperation between the Kingdom of Belgium and the United Republic of Tanzania signed on 16th October 2002 between the two governments;
- the **Indicative Cooperation Program** (2014 – 2015) between the Kingdom of Belgium and the United Republic of Tanzania signed on 11th March 2014;
- the **Specific Agreement** – of which this TFF is part - signed between the Government of Tanzania and the Government of Belgium.

There is a joint administrative, technical and operational responsibility for the execution of this project.

The United Republic of Tanzania designates the “Ministry of Finance”, hereinafter referred to as “MoF” as the entity responsible to supervise the financial aspects of the Specific Agreement (SA) on behalf of the Tanzanian Party.

The United Republic of Tanzania designates the “Ministry of Agriculture, Food Security and Cooperatives”, hereinafter referred to as “MAFC” as the entity responsible to supervise the technical arrangements of the SA on behalf of the Tanzanian Party.

The United Republic of Tanzania designates the “Regional Secretariat of the Kigoma Region”, hereinafter referred to as “RS” as the Tanzanian entity responsible for the implementation and follow-up of the project as per TFF.

The Kingdom of Belgium designates the Directorate-General for Development Cooperation, hereinafter referred to as “DGD”, represented by the attaché for International Cooperation in Dar es Salaam, as the Belgian entity responsible for the Belgian contribution.

The Kingdom of Belgium entrusts the implementation and the follow-up of its obligations to the "Belgian Technical Cooperation", a public-law company with social purposes, hereinafter referred to as “BTC” and represented by the BTC Resident Representative in Tanzania. To that effect an “Implementation Agreement - CMO” is signed between BTC and the Belgian Government.

5.2 Institutional Anchorage

Institutionally the project is anchored in the Regional Secretariat of the Kigoma Region as a specific project implementation unit (PIU) under the Regional Administrative Secretary (RAS). The project will also work with the Districts for certain activities that will be entrusted to the Districts through detailed activity plans (see 5.5.5) and execution agreements. The Districts will be accountable for these deliverables.

5.3 Technical and Financial responsibilities

There is a joint Belgian – Tanzanian technical and operational responsibility for the execution and achievement of the results to reach the specific objective of the project both at the level of the steering committee (PMO-RALG, MAFC, MoF, RAS and BTC Resident Representative) and the project implementation unit (RS and BTC) (see point 5.5.2 and 5.5.4).

5.4 Project Life cycle

The Specific Agreement has a total duration of 72 months, as from the date of its signature.

The project execution period has a duration of 60 months.

The project life cycle entails 3 phases.

5.4.1 Preparation phase

Activities to be carried out during the preparatory phase by the BTC representation Office and RS:

- Launch of international and national HR recruitment processes
- Opening of main project account
- Start launching procurement of material & logistics

Some expenses (pre-CMO notification expenditures) can be done but only those linked to the recruitment process and the procurement of logistics.

HR	Costs
HR recruitment costs (Z_01_04)	7,500 EUR
Logistics	
Procurement of vehicles (Z_02_01)	175,000 EUR
Procurement of IT equipment (Z_02_02/3)	40,000 EUR
Total	222,500 EUR

5.4.2 Execution phase

5.4.2.1 Project Effective Start-up phase

Indicative duration: 9 months

This Phase is between the implementation agreement notification (CMO) and the Steering Committee (SC)²⁰ that validates the Start-up report (SC1).

At the beginning of this phase the incoming project coordination assumes start-up duties and the kick-off Steering Committee is held.

Project kick-off Steering Committee (SC 0)

As specified in the SA, the kick-off Steering Committee should be held no later than three months from the date of signature of the SA.

The SC0 minutes will comprise:

- Implementation of the SC's institutions (current members, guests, etc.)
- Adoption of the R.O.I. (Internal Rules of Procedures)
- Approval of initial planning

After that, the project coordination prepares the start-up report to be validated by the first implementation SC.

1st implementation SC (SC1)

SC1 will be held no later than six months from the date of the signature of the SA. It concludes the Project Effective Start-up phase by providing the start-up report comprising the following elements:

- Signed minutes of the SC 1 meeting
- Project operation manual (including project team and organization)
- Baseline work plan
- Operational and financial planning of the 1st year, including the following additional studies:

²⁰ The Steering Committee (SC) is equal to Joint Local Partners Committee (JLPC)

- Study for assessing the financial needs of the value chain actors and the need and mechanisms for providing finance and financial services (A21)
- Study for assessing the service needs for chain actors and the need for capacity building of the chain supporters and supporting models for chain supporters (A31)
- Conducting a detailed market survey for cassava and beans (A51)

Remark: The baseline should focus on the initial situation of the project, providing reliable information as what is expected to change through the realisation of its objective. In that perspective, the studies on financial needs and mechanisms, the assessment for the capacity building and the market surveys should be considered as activities necessary to be executed during the baseline of the project. The results of these studies and the data they will provide will be integrated for updating the strategy of the intervention, formulate the operational plan and/or to complement the M&E and risks matrixes.

5.4.2.2 Operational implementation phase

SC 1 – JLPC Closure programming (Operational closure planning is approved)

Indicative duration: 45 months

The activities will be implemented during this phase.

The second implementation SC (SC2) validates the baseline report (see 5.6.6.2 for the details). It will be held no later than 9 months after SC0.

Both MTR and ETR happen during this phase.

At the end of this phase a planning of the operational closure is validated by the SC.

5.4.2.3 Closure

Indicative duration: 6 months

SC Closing programming – SC Final report validation (Discharge of project team)

The execution ends with an operational closure phase to ensure proper technical and administrative closing and hand-over. Project final report is produced after the end of the execution period.

This operational closure period starts at the latest 6 months before the end of the Specific Agreement.

Final report: Administrative information, Financial information, Operational information, Information on Results

Financial Statement

Six months before the end of the specific agreement, the project manager with the BTC Project Co-Manager must prepare a financial statement with the Representation according to BTC procedures, presented to the closing SC.

Six months before the end of the Specific Agreement, no expenditure will be authorized without the approval of the Authorization Officer of the project and under condition that the expenditure is linked to commitments taken before the end of the Specific Agreement and detailed in the Minutes of the SC.

Balances

Unused funds on bank accounts will be transferred to the Belgian Treasury.

Expenses after the end of the Specific Agreement

After the end of the Specific Agreement, no expenditure will be authorized. Exceptionally, expenditure will be authorized after the end of the Specific Agreement date, only when linked to commitments taken before this date.

5.4.3 Administrative Closure phase

The final report is sent to DGD and the project is administratively closed.

5.5 Steering and implementation structures

5.5.1 Steering Committee (SC)

Tanzanian and Belgian parties agree to create a Steering Committee (SC) that is in charge of the supervision and the strategic steering of the intervention.

Composition:

The SC will be composed of the representatives of the following institutions:

- RAS , Chair
- PMO-RALG
- MAFC
- Ministry of Finance
- BTC (Resident Representative) co-chair.

The SC may invite external experts or other stakeholders as resource persons on an ad hoc basis.

If the RAS cannot chair in person, he will delegate to the Assistant Administrative Secretary of the Planning and Coordination Section, in order to align with the functions of the RS and to guarantee structural synergies between all the interventions.

Role and functions:

- Supervise the respect of the engagements of the parties;
- Assess the development results obtained by the project (strategic quality assurance and control) and approve planning and recommendations from the project's annual results reports;
- Validate proposals of Execution and Financing Agreements as they are not indicated in the TFF;
- Resolve any problems that cannot be solved at the project management team level;
- Approve and ensure the follow-up of recommendations formulated in the reviews (MTR and ETR) reports;
- Based on the financial reporting and audit reports advice on corrective actions to ensure the achievement of the project's objectives;
- Ensure approval of the final report and the final closure of the project.

Operating mode:

- The SC establishes his rule of order during its first meeting;
- The SC meets upon invitation of its chair at least twice a year. Extraordinary meetings can be held upon request of one of its member. The invitation shall be received by the members at least 7 days before the meeting. The invitation shall include an agenda, suggested decisions and supporting documents;
- The SC meets for the first time (at the latest) three months after the signature of the Specific Agreement;
- Decisions of the SC shall be taken by consensus. Decisions of each meeting of the SC shall be recorded in minutes signed by its present voting members;

- A SC is held at the latest three months before the end of the project activities in order to approve the final report and prepare the modalities of the project closure;
- The Project Management will act as the Secretariat for SC and will provide the necessary information to its members in advance of each meeting.

5.5.2 Regional Stakeholder Platform (RSP)

The Project Coordination Unit (PCU) organises periodical meetings of the Regional Stakeholder Platform (RSP) with all major stakeholders to discuss the progress on the implementation of the project. These meetings can also consolidate documents prepared by the PCU for the SC. At the level of the districts similar District Stakeholder meetings can be organized as a preparation for the RSP.

The proposed composition of the RSP is:

- all DEDs
- all participating DFPs
- relevant thematic regional officers
- representatives of the Value Chain Platforms of the selected VC
- representation from the PIU

Role and functions:

These meetings have the following role and functions:

- Coordinate the activities with the Districts and exchange on progress and lessons learned
- Taking stock of progress vs. plans and budgets and checking the reports and M&E of the districts, the RS and the project;
- Identifying and discussing successes and failures;
- Updating the risk analysis;
- Consolidating future plans and budgets of RS and those that have been compiled by DFT. The draft document is the basis on which the PIU checks the conformity with the project objectives and procedures and submit to the SC for approval and for fund release;

Operating mode:

- The RSP will meet at least two times a year or more according to the needs;
- The PIU acts as the Secretariat for the RSP and provides the necessary information to its members in advance of each meeting. All decisions are taken in consensus. If no consensus can be reached the issue is brought up to the level of the SC;
- The RSP shall lay down its own internal rules in conformity with the prescription of the PMO-RALG AFM Manual. Additional limitation should be defined if required by this TFF and the Specific Agreement.

5.5.3 Project Implementation Unit (PIU)

Depending upon available space, the PIU will be located in or near the Regional Offices in Kigoma.

The PIU is headed by the **Project Coordination Unit** which is responsible for the overall management of the project and is composed of the Project Coordinator and the Project Manager.

The RS designates within its regular staff a senior officer who will serve full time as the **Project**

Coordinator (PC) – after non-objection of BTC. BTC contracts – after non objection from the GoT – an international advisor in value chain development and value chain finance as the **Project Manager**.

The Project Coordinator (PC) will function as an advisor to the Project Manager for operational and technical issues. He will be responsible for the communication and coordination with the RAS and the Districts and other Government stakeholders.

The Project Manager (PM) is responsible that the project strategy is implemented and that the project is implemented within the framework of the budget and TFF as approved by the JLPC. The PM is responsible for the overall project management. For this the PM will work in close collaboration with the PC for taking operational decisions for the implementation of the activities.

The PM and PC are mutual responsible for the achievement of results and specific objective of the project.

The Project Coordination Unit has the following responsibilities:

- Develop and implement the project strategy and operational plans
- Overall project management
- Overall project monitoring : operational and financial planning, adjustments and reporting of the project on a quarterly and annual basis (See 5.6.5)
- Ensure proper management and apply stringent accountability arrangements for the management of the financial resources allocated to the project,
- Ensure that procurement processes and procedures used by the project is conform to the applicable procurement guidelines,
- Ensure proper human resources (technical and support teams) management practices conforming to the applicable guidelines;
- Compilation of the project final report at the end of the project.

Project Technical Team

Within the PIU is a Project Technical Team which is steered by the Project Coordination Unit and accountable to the Project Manager (see organogram figure 7).

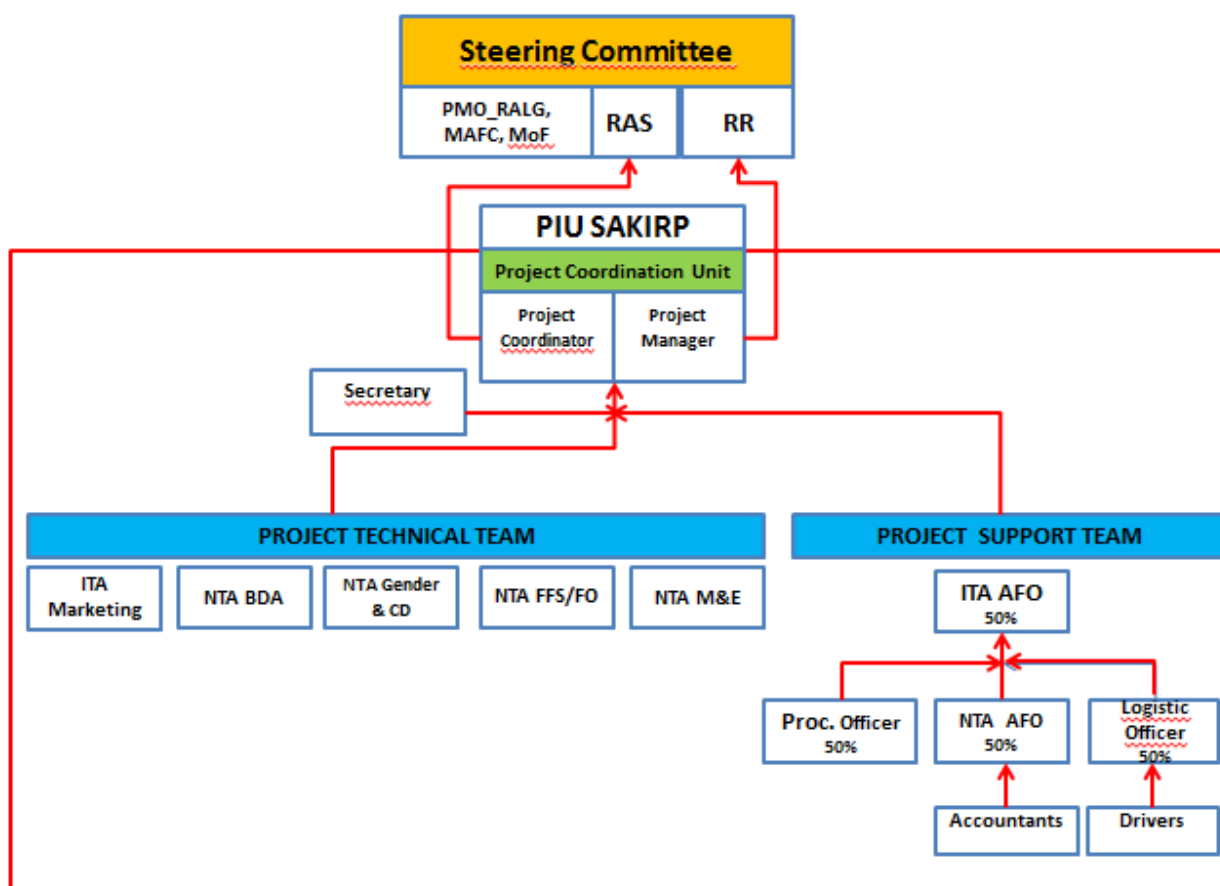
It will be composed of the following staff members for which the responsibilities are indicated in Annex 7.4:

At Regional level

- International advisor for Marketing and Value Chain Development
- National advisor for Business Development
- National advisor for Gender and Capacity Building
- National advisor for FFS, FOs and Empowerment
- National advisor for M&E

The PIU has at regional level also at its disposal: 1 administrative assistant / secretary and 5 drivers

Figure 7: Organogram SAKIRP



BTC Project Support Team

The Project Coordination Unit will be supported for the implementation of the project by the Project Support Team, which is shared with the BTC project WASKIRP and possible in the future with other Be-Tan projects in the Region. (see § 5.5.7)

It will be comprised of the following staff:

At Regional level:

- 1 international administrative and finance officer
- 1 national administrative and financial officer
- 1 procurement specialist
- 1 national logistic officer
- 2 or more accountants

Depending the Execution Agreements established with the Districts it might be also required that accountants are based in the district.

5.5.4 District management

General principle

At district level, the project implementation will be aligned with the district structure. The District Executive Director (DED) will be the officer in charge of supervising the project activities in his/her district as mandated by the District Council.

The DED will delegate day to day coordination to the most appropriate officer to act as DFP. The DFP will organize the project activities at district level and ensure the optimal integration and tuning of the project activities and the planned district activities in the sector. He/she will be supported by other officers of the District Facilitation Team (DFT).

The DFP will participate in the planning, coordination and supervision of the project activities. Each district will be responsible for its own work plans and budgets within the limits defined in the TFF, as adjusted after the baseline and subject to approval by the Project Steering committee. The Project Coordinator, International Project Manager and the Administrative Financial Officer will verify the eligibility and adequacy of plans and budget in line with the decisions of the Steering Committee. They will compile the information from the districts into the required reports for the whole project and region.

Contractualisation

The basic principle is that any contract must always be awarded following a competition call through a public tendering procedure as prescribed by the law dated 15th of June 2006 (and its implementing Royal Decrees)²¹.

Every District involved in the project described under this TFF will sign an agreement with the project stipulating the activities to be implemented by the Districts, the actors involved, the associated budget, the indicators and the reporting requirements. The same agreement must be signed with every new created District after announcement through government notice before the starting of the activities within these new districts.

Eligible costs

Taking stock, among other through audits and evaluation reports, of other bilateral projects working or having worked with the districts (such as beekeeping or IGA projects), the scope of work that will concern those agreements will be at first strictly limited to operational costs directly related to regular activities of the staff of the District in the framework of the project.

5.5.5 Regional management

General principle

In order to foster coherence and synergies, the modalities will be harmonized with those being developed by the NRM-LED project.

5.5.6 Regional coordination of BE-TAN Cooperation Programme

5.5.6.1 Context regional coordination

Synergies between the interventions fully implemented in Kigoma Region are opportune based on the fact that they are working with the same actors (Institutions, beneficiaries, NGOs, PSOs, CSOs). The minimum must be to guarantee that each intervention apply the same management principles (per diems, use of cars, etc.) and coordinate their activities with the same stakeholders (for example two missions in one districts should be planned in order not to divert HR from one to the other). Those principles are also valid for the other interventions partially implemented in the Region. Annex 8 gives an overview of possible synergies for the Be-Tan interventions.

Given the fact that 3 interventions from the Be-Tan cooperation programme will be implemented entirely in Kigoma Region, and that most of the other interventions have links with the Region and/or those 3 interventions, it is necessary to guarantee a good coordination between all the activities that will be implemented and their underlying strategies.

²¹ See www.ejustice.just.fgov.be

To do so, 3 levels of coordination are necessary:

- At strategic level
- At management level
- At implementation level

The roles to be supported by each level of coordination and their interactions are described in the following chapters.

5.5.6.2 Strategic coordination

The Steering Committees (SC) of both projects (SAKiRP and WASKiRP) are responsible for the strategic coordination of each project. As both SC are chaired by the RAS and Co-chaired by BTC RR, both SCs play also a role of the strategic coordination of both projects.

However the RAS and RR of BTC have the final joint responsibility for the strategic coordination.

Role and functions:

The strategic coordination will assure:

- a coherent vision and leadership on the interventions and engage stakeholders accordingly;
- a quick high-level response to any question or problem that an intervention might face during implementation;
- an internal coherence between the interventions anchored to the RS, i.e. making sure that one does not contradict the other in terms of expected results and objectives, implementation strategies and interventions governance, as well as fostering geographical synergies to increase efficiency and potential impact;
- a coherence with other Be-Tan interventions partially active in the Region (see introduction for potential synergies);
- a coherence with other external interventions active in the Region and/or in the sectors.

Operating mode:

The RAS and RR will:

- pro-actively involve each other each time a question is escalated to one of them from the interventions or through their own supervision, or whenever they see an opportunity to develop or strengthen synergies;
- together decide if a special SC meeting is necessary to validate decisions or if they can do it themselves. In that later case, they will inform the other members of the SC about their actions through written communication or latest during the following meeting;
- take the appropriate measure and inform the relevant stakeholders;
- make sure the decisions are correctly documented and followed in the appropriate reports (including a description of their origin (problem or opportunity));
- formally meet during SCs, and on ad-hoc occasions.

5.5.6.3 Management coordination

Composition:

- Project Managers (from BTC)
- Project Coordinators (from RS)

If beyond the scope of the individual interventions:

- BTC Resident Representation

Role and functions:

- guarantee the coherence of the activities, both in terms of content and planning;
- share a common vision of the synergies and foster it to all the members of their teams;
- agree on the utilization of shared resources (internal and external), including through common public procurement or execution agreements when the providers or the beneficiaries are the same for two or more interventions. In that case, agree on a fair and efficient repartition in the follow-up of those shared resources;
- assess and follow the risks and opportunities created by one intervention for the others.

Operating mode:

- The management coordination will be chaired by one of the BTC Project Management as decided by the Resident Representative of BTC
- pro-actively involve each other each time a question of synergy arises during the implementation of the interventions;
- take the appropriate and consensual measures and inform the relevant stakeholders, or escalate this to the RR, if this goes beyond the sphere of control of the interventions or if no consensus can be achieved;
- make sure the decisions are correctly documented and followed in the appropriate reports (including a description of their origin (problem or opportunity)).
- meet regularly to follow-up shared activities and cross-interventions risks and opportunities, and to share experiences and draw common lessons in order to improve the efficiency, effectiveness, or impact of the interventions.

5.5.6.4 Implementation coordination

Composition:

- Districts Focal Points (LGA)
- PIU (Project Coordination)
- Interventions Accountants (BTC)

Role and functions:

- guarantee the coherence of the implementation of the activities in their District;
- escalate problems or opportunities to the project coordination when outside their mandate;
- guarantee the correct involvement and respect of the District structures and processes.

Operating mode:

- pro-actively involve each other each time a question of synergy arises during the implementation of the interventions;
- follow-up shared activities and cross-interventions risks and opportunities.

5.5.6.5 Projects Support Unit

The intervention support unit provide transversal expertise and administrative function for which mutualisation between the three interventions makes sense in terms of efficiency and internal coherence.

Composition:

- International Administrative and Finance Officer
- National Financial officer
- National Expert in Public procurement
- National Logistic Officer

Role and functions:Generic:

- Support the interventions in transversal thematic such as administrative and finance, procurement, M&E and logistic. The support can be to provide advices and coaching, but can also be to assume delegated responsibilities (for example in term of publication of tenders);
- Providing internal control of the interventions in terms of respect of the agreed implementation manuals as validated by the respective SC.

International Administrative and Finance Officer (AFO):

The Internationally recruited administrative and financial officer will support the PIU in managing the finance and administration of the project. He/she will monitor and control the management of the project funds transferred to the districts and provide advices (internal control). In addition the AFO is responsible for budget management and financial reporting, procurement, contracts and logistics, manage fiduciary risks, internal control and audit, capacity building of partner institutions and PIUs.

The AFO manages the team of the Support Unit and is accountable to the Project Manager(s) of the Project(s) . .

5.6 Operational management

A Project Operation Procedures Manual (in conformity with BTC procedures and manuals) will be adopted at the start of the project that will further detail all the areas of the operational management.

5.6.1 Human Resources Management

	Project Coordinator	Project Manager	RAF	NTA's	Support Staff
FUNDED BY	RS	Project funds	Project funds	Project funds	Project funds
ToR	Joint (in the TFF)	Joint (in the TFF)	Joint (in the TFF)	Joint (in the TFF)	Joint
Publication	NA	BTC	BTC	JOINT	JOINT
Candidates pre selection	NA	BTC	BTC	JOINT	JOINT
Selection of candidates	NA	BTC	BTC	JOINT	JOINT
ANO	BTC	RAS	NA	NA	NA
Signature of the contract	RAS	BTC	BTC	BTC	BTC
Individual evaluations	RAS	BTC	BTC	BTC	BTC

Publication:

Positions are open for men and women. Female candidates will be encouraged to apply.

Contract Legislations

Human resources recruited in Belgium will have an employment contract governed by Belgian law.

Human resources recruited in Tanzania will have an employment contract governed by Tanzanian law.

5.6.2 Financial management

Taking into account that the Tanzanian Treasury imposes all development funds to be deposited in the respective accounts and does not allow to open project accounts in co-management at district or regional level, which makes it impossible to trace BTC funds and is not compatible with the BTC system, the management of the Belgian contribution is done under the BTC direct-management mode²².

5.6.2.1 Bank Accounts

From the signature of the Specific Agreement, a main bank account in own-management will be opened at a commercial bank in Tanzania or at the Bank of Tanzania named 'BTC – own-management – SAKIRP' in Euro with only BTC personnel signatory rights.

In terms of signature, the double BTC-signature is compulsory.

5.6.2.2 Funds transfer

First transfer

From the notification of implementation agreement between the Belgian State and BTC and after the opening of the main accounts, a cash call can be submitted by the Project Manager to BTC Representation. The requested amount must be in line with the financial needs of the first three months and will follow the BTC internal procedures.

Subsequent transfers

To receive subsequent transfers, the PIU must request a cash call to the RR following BTC procedures.

Each transfer should equate to the estimated funding requirements of the project as prepared by the PIU for the succeeding three months, plus a small margin for contingency, possibly paid in several tranches. The transfer of funds by BTC to the bank accounts will be made provided that:

- The financial accounts for the project are up to date and have been submitted to the BTC Representative
- All required reports have been submitted to the local representation of BTC
- Any recommendations proposed by external audits and/or MTE have been followed up or implemented and reported to the BTC representation

In addition, intermittent urgent cash transfers may be requested; but such urgent cash calls are only acceptable if they are fully justified in relation to extraordinary events.

The cash management procedures and rules of BTC (transfer to operational accounts, cash management...) apply.

5.6.2.3 Preparation of annual and multiannual budgets

Each year, the project team must develop a budget proposal for the next year following BTC

²² The decisions regarding the steering and supervision (by the SC) of the project and its implementation (PIU) are however taken jointly and are taken in consensus (as described in § 5.5.1 and § 5.5.3) and there is a joint technical and operational responsibility for the execution and achievement of the results to reach the specific objective of the project (§5.3)

procedures. In this budget proposal, an indicative budget for the following years should also be included. This budget proposal must be approved by the SC

The annual budget is part of the annual plan and provides the basis for the monitoring of budget execution of the next year. (See 5.6.8)

5.6.2.4 Monitoring and budgetary commitments

Each quarter, the project must report on the budget execution and the forecast of expenditure, compared to the total budget and annual budget approved. The reporting is done according to the format provided by BTC and is part of the quarterly reporting.

The project must ensure proper control and regular budget monitoring of commitments (See 5.6.8).

5.6.2.5 Accounting

Accounting is done on a monthly basis according to BTC rules and regulations and its own financial system and tool.

The accounting documents must be signed for approval by the Project Manager and the Project Coordinator. The accounting documents that must be forwarded to the BTC Representation include an electronic file and if asked the supporting documents as well as the bank statements and petty cash statements.

The accounting documents must be up to date, accurate, reliable and conform accounting standards and rules in place.

Eligible costs are actual costs which meet the following criteria:

- They are identifiable and verifiable by supporting documents, in particular being recorded in the accounting records of the project according to the applicable accounting standards;
- They relate to activities and criteria as specified in the TFF and necessary for achieving the results;
- They are indicated in the budget and registered under the correct budget line;
- They comply with the requirements of sound financial management.

5.6.2.6 Budget Management

Budget constraints:

The total budget and the budget per execution mode may not be exceeded. The budget of the project sets out the budgetary limits within which the project must be executed.

Budget change:

Overshooting of a general means section (Z_01_01, etc.) or a result less than 10% of the amount budgeted for on this section or result in the latest version of the budget is authorized.

At budget line level, budget overshooting is allowed if the overshooting is less than 10% of the amount of the latest approved budget for this line or if it is less than 50.000 €

At the level of the annual budget, there are no constraints, except for the general means section for which the annual budget overshooting can be no more than 5%.

In case a budget increase is needed, a written request for the increase must be submitted by the national party to the Belgian state after agreement of the steering committee. If Belgium accepts the request an exchange of letters is signed by both parties.

For all other budget changes, a written agreement of the Authorizing Officer and Co- Authorizing

officer is sufficient.

For each request for budget change, the project team must elaborate a budget change proposition according to BTC's procedures.

The contingencies budget can only be used after approval of the SC.

5.6.3 Public Procurement Management

Procurement for items under BTC Management budget lines will be done according to the Belgian procurement rules and regulations.

The procurement of goods and services for the budget under 'regie' lines will be carried out in conformity with the Public Procurement,

- The law of 15 June 2006
- The law of 17 June 2013
- Royal Decree of 15 July 2011 (award)
- Royal Decree of 14 January 2013 (performance)
- General Contract Terms and Conditions → General conditions
- Tender Specifications (Call for tender notice) → Specific conditions which provide the legal framework for procurement activities.

Public contracts under full responsibility of BTC

General rules to be respected:

BTC = 'contracting authority', which prepares the public contract, manages the contract award procedure, signs the contract and controls the performance of the public contract by the successful tenderer.

The table below lists the persons responsible for committing the legal act concerned as well as the persons responsible for control prior to committing this act:

Amount (1)	0 to 25,000 €	25,000 € to 85,000 €	85,000 € - 200,000 ²³ €	200,000 €-
ANO Launch	/	RR	L&A	L&A
Launch of the public contract	Project management	Project management/RR	RR	RR
ANO award/ non-award and contract signature	/	/	L&A	L&A
Contract signature	Project management	RR	RR	a. RR after complete Board mandate b. Directors up to threshold of their respective mandate ²⁴ or Board
ANO signature amendment (if applicable)	/	/	L&A	L&A
Signature amendment	Project management	RR	RR	a. RR after complete Board mandate b. Directors up to threshold of their respective mandate or Board
Payments	See "Mandate" and "Treasury management" - see manual Administrative management projects.			

Rules:

- 1) The amount of 85,000 € is without VAT; the amounts of the mandates (25,000 € and 200,000 €) are inclusive of all taxes.

²³ Management or control of a public contract by the ITA Public contract officer (BDI) equals an ANO granted by L&A.

²⁴ Open procedures: 1,500,000 €, restricted procedures 250,000 € and negotiated procedures without publication of a notice 100,000 €.

- 2) A notice of non-objection is required before launching a public contract, for the awarding **as well as the non-awarding** and before any amendments are concluded in compliance with the following:
- 3) 'Project management' = mandatory in function of the amount of his/her mandate agreement: project staff (category C) up to 5,000 € and project leader (category B) up to 25,000 €;
- 4) Official and semi-official publication of public contract documents is the duty of the Procurement focal point of the REP, with possible support from L&A. Project management prepares all documents for this purpose. Where applicable, project management itself is to send letters of invitation. For public contracts > 150,000 €, the focal point also contacts L&A for publication on the OECD website;
- 5) To obtain L&A notice of non-objection the following documents must be sent:
 - o The Tender Specifications;
 - o The (signed) Opening report;
 - o The (signed) Evaluation report;
 - o For public contracts for works: The filled-out and signed infrastructure works checklist, with a declaration that the necessary budget lines and controls by recognized control instances have been planned;

Once the dossier is approved, L&A also takes care of the administrative follow-up of the ANO/Mandate for public contracts > 200,000 €.

Notices of non-objection are sent by e-mail.

If a notice of non-objection (avis de non-objection/ANO)/ad hoc mandate was required to award the original contract, a new ANO/new ad hoc mandate is required for these 'amendments'.

The opening and analysis of the offers will be organised according to the régie procedures. BTC must analyse the offers. The award proposal has to be approved by RAS according to their normal internal procedures

The following activities will be managed according to Belgian Law and BTC system (BTC Direct-management) :

- Staff contracting
- All Investments (Except operational/running costs)
- All the Consultancies
- Audits(framework contract)
- Mid-term and End-term reviews (framework contract)
- Backstopping

5.6.4 Monitoring & Evaluation

Monitoring and Evaluation (M&E) contribute to achieving more and better results while strengthening accountability, continuous learning and strategic steering.

5.6.5 Monitoring

	Report Title	Responsibility	System	Frequency	Users
Baseline	Baseline Report	Project Team	BTC	Unique	Project, JLPC, BTC
Operational Monitoring	MONOP	Project Team	BTC	Quarterly	Project, BTC Rep office

Results Monitoring	Results report	Project Team	BTC	Annually	Project team, partner, JLPC, BTC rep office, BE embassy
Final Monitoring	Final Report	Project Team	BTC	Unique	JLPC, Partner, BTC rep office BE embassy, donor

5.6.5.1 Baseline

The Baseline Report needs to be established by the Project Team at the beginning of the project at the end of the start-up phase.

The baseline report comprises:

- a monitoring matrix
- a risks management plan
- an updated operational work plan

The JLPC takes note of the Baseline Report and validates the way the project will be monitored.

The Baseline Report will be attached to the First Annual Report.

5.6.5.2 Operational Monitoring

Operational monitoring refers to both planning and follow-up of the project's management information (inputs, activities, outputs) and its purpose is to ensure good project management. It is an internal management process of the project team. Every quarter the Operational Monitoring update is sent to and discussed with BTC representation.

5.6.5.3 Results Monitoring

Results Monitoring refers to an annual participatory reflection process in which project team reflects about the achievements, challenges, etc. of the past year, and looks for ways forward in the year(s) to come. The SC approves or disapproves recommendations made by the project team in the annual result Report.

5.6.5.4 Final Monitoring

The purpose of final monitoring is to ensure that the key elements on the project's performance and on the development process are transferred to the partner organisation, the donor and BTC and captured in their "institutional memory". This enables the closure of the project (legal obligation for back-donor of BTC), the hand-over to the partner organisation and the capitalisation of lessons learned. It can be considered as a summary of what different stakeholders might want to know at closure or some years after closure of the project.

5.6.6 Reviews and Audits

	Responsibility	System	Frequency	Users
Mid-term Review	BTC	BTC	Unique at mid term	SC, partner, project, BTC, donor
End-term review	BTC	BTC	Unique at end term (6 months before operational closure)	SC, partner, project, BTC, donor
Audits	BTC	BTC	At least once	PCS, partners, project, BTC, donor

5.6.6.1 Mid-Term and End-term Reviews

Reviews are organised twice in a lifetime of a project: at mid and end of term. BTC is responsible for organising the reviews. The ToR of the reviews and their implementation are managed by BTC, with strong involvement of all stakeholders. The reviews are presented to the SC who determines which recommendations are retained and who is responsible for their implementation and follow-up (these decisions are explicitly noted in the minutes of the meeting).

5.6.6.2 Audits

Financial external audits will be foreseen at least once during the implementation (two audits are budgeted) and should be harmonized with the mid-term review time frame.

The external audit is required to evaluate:

- whether the accounts of the project reflect reality
- the internal control system maturity and respect of procedures
- the economic and efficient use of funds (value for money)

BTC will write the terms of references of the audits and select the independent and certified (international standards) audit firm.

The scope will include the full project management and coordination as well as the districts involved and the compliance with the execution agreement requirements. The District internal auditors will share their reports with the SC when the project activities are encompassed in their audit planning.

The auditor's reports will be presented to the SC. The Project Managers have to elaborate an action plan, in order to improve the procedures and to prove that corrective measures have been taken. This action plan will be presented to the SC. A quarterly follow-up of the action plan has to be sent to the Authorising Officers.

The Tanzanian Audit Office will share with the SC any issues or recommendations they may have after a District audit and concerning the project activities.

Each year an Audit Committee reviews the BTC financial statements according to Belgian law. Within this framework, the Audit Committee may also carry out audits of any projects in Tanzania. The Audit Committee of BTC may also request that BTC's internal auditor audit a specific programme.

5.7 TFF modifications

The formal agreement of the Belgian Government and the Tanzanian Government is needed for the following changes:

- Modification of the duration of the Specific Agreement;
- Modification of the total Belgian financial contribution;
- Modification of the Overall and Specific Objective of the project.
- The execution modalities.

The request of the above modifications has to be motivated by the PCT and approved by the Steering Committee. The exchange of letters requesting these modifications shall be initiated by the Tanzanian Government and shall be addressed to the Belgian Embassy in Tanzania.

The following changes to the TFF will have to be approved by the Steering Committee:

- The project results and activities and their respective budgets;
- The composition, attributions and responsibilities of the Steering Committee;
- The mechanism to change the TFF.

All other changes to the TFF should be approved by the chairman of the SC and the BTC resident representative. The adapted version of the TFF shall be communicated to the BTC headquarters and to the Head for International Cooperation (DGD) in Tanzania.

6 CROSS CUTTING THEMES

6.1 Environment and climate change

Deforestation, land clearing, shift cultivation, bush fires, soil erosion, decreasing soil fertility, modification of the water cycle, climate change, pollution by some small processing plants (palm oil, soap...) are all environmental problems in the region. These problems are interrelated and are linked to agriculture, population growth, and are aggravated by bad governance.

Women tend to be more negatively impacted by the environment deterioration. If water sources get depleted, they have to travel longer to get water. If firewood runs out, they have to travel longer to get that as well.

SAKIRP's strategy with regard to the environment will be twofold: it will have to consider how to improve this situation through the interventions (for some of its activities), and at the very least try not to make matters worse ("do no harm", for the other activities). Awareness raising, providing better alternatives for livelihoods and better enforcement should all be part of the solution.

Several activities and actions shall contribute to the improvement of the situation:

- The choice of cassava and beans value chain is the first element (an environmental criterion was used as secondary criteria to select these two crops): Cassava resists relatively better to climate change than other crops. It can be stored long in the field and can therefore support some short period of dry-spell. Beans directly contribute to the soil fertility management through the fixation of azote. Women are strongly involved in both crops.
- Support to farmers' field schools (under A41): With increased population pressure and limited land, the practice of shifting cultivation will be more and more problematic. Trainings on the use of organic (and to a lesser extend chemical fertilizer), use of compost, intercropping, keeping livestock (with dung for compost), better farming techniques, use of improved seeds, etc., can all lead to increased yield, without depleting the soil too much, and increases the chance that farmers can keep on cultivating the same plot of land. Other solutions are agroforestry and wood lots near homesteads. Some radio programs may also be developed with community radios (such as Kicora Kigoma Community Radio).
- Support to Districts: Many of the problems regarding deforestation and shift cultivation are a consequence of unclear or not enforced land rights. Often farmers start cultivating land in forested or protected areas. Clear and enforced land rights can alleviate many of the problems mentioned above. Both local government and the communities should be involved in this enforcement. Local governments lack the capacity to implement or enforce existing national regulations. Therefore capacity building of local government could be useful in this respect.
- Support to farmers' network (A42): a farmers' network such as MVIWATA will most likely be a good channel to sensitise farmers on environment and climate change issues.
- Many activities will directly benefit women. Since they are the most negatively impacted by environment deterioration, environmental issues would also be discussed with women groups supported.

Other activities should also be mentioned even if they do not directly contribute to the improvement of the environment:

- The M&E should take into account environmental issues: selecting adequate indicators and following their evolution (from the baseline).

- Synergies should be sought as much as possible with other BTC supported project such as: NRM4LED which is primarily concerned with the environment, the water project (for dealing with retting / wet fermentation of cassava), the bee keeping project (also involved in value chain development).
- The cassava and beans value chain development strategies and plans should at least not harm the environment (special point of attention while elaborating these documents). When big investments are foreseen an environmental impact study should be conducted first.

6.2 Gender

6.2.1 Gender analysis

As regards their reproductive role: Women have a secondary role in the society, but a first role when it comes to care taking and issues related to food security, nutrition, family planning.

To address these issues awareness raising campaigns should be organised on issues like family planning, violence against women (a daily issue in the region), children's rights, decent work, HIV/AIDS, while strengthening the participation of vulnerable populations (female and child headed households, the poorest, PLHIV and people with a disability):

- The first purpose could be to refer to the reproductive role of women to address their practical needs as care takers (SRHR, nutrition, issues of food security) (these measures are 'gender sensitive');
- Another purpose could be to use the reproductive role of women as an entry point for strengthening their position within the household. A pre-condition for success is however to address men at the same time, in order to initiate changes in gender roles (men will understand why it is important for women to decide themselves on SRHR, men will understand why violence against women is to be eradicated, ...) (these measures are 'gender transformative');
- These awareness raising sessions can also be an entry point for creating a sound foundation for changes in gender relations within the community; vectors of change could be sessions on SRHR, violence against women, nutrition,... targeting vulnerable populations such as PLHIV, widows, children heads of households, people with a disability, ... (these measures are also considered 'gender transformative').

As regards their productive role: Women are mostly at the bottom of economic activities (production, harvesting), less in storing and processing (such as milling), not in selling of major cash crops (coffee and tobacco) but are involved in selling food crops. Although they are very active in agriculture and earning income from it, these incomes/benefits are often controlled by men. Women's organisations exist and give a good opportunity for women to increase their income and in a certain way to have more control over income. Nevertheless a lot of women's organisations need strong support at all levels of operating (starting, administration, certification, accountability, managing, leadership, ...). The fact that these women operate in women only settings, provides them with opportunities to strengthen themselves within a 'safe space', before reaching out to men in mixed organisations (this is also applicable for SACCOS and VICOBA's). In any way their access and control regarding inputs (equipment, land, investment, machines, seeds, fertilisers, capital, labour, ...) and outputs (price of produce, processing, packaging, labelling, sales) is limited and should be strengthened to promote more sustainable agricultural activities.

To address these issues, activities aimed at creating income can be conducted with different purposes, in function of the nature of the crop and in function of the living conditions of the target groups (different districts):

- Cassava: opportunities to work both on gender sensitive and gender transformative activities:
- Gender sensitive activities (green) could be: better quality of the produce such as not toxic dried cassava, better retting / drying conditions, covers, storages, weather forecast information via apps on mobile phones;
- Gender transformative activities (red) could address the place/role women take/play within the value chain, create conditions for women to enter into marketing and sales (invite them to join training on market information systems, negotiating skills, networking, ...). These activities will not create immediate results for women, but can generate the conditions for women to increase their control over the value chain in the longer run (to be monitored);
- Beans: ample potential for transformation exists regarding the productive role of women in this crop (since they are having the ownership), activities can be the following:
 - Targeting improvement of actual activities done by women (gender sensitive): improving quality of beans, improving harvesting, storage, processing, marketing and sales. If this business runs well (after support) men can become interested and this may threaten women's position. Hence while supporting women, the project should organise activities addressing men, in order to increase their acceptance that women will not be excluded from the value chain, when successful;
 - Diversifying the activities women conduct regarding this crop: are there processes that can be exploited more?
 - Strengthening partnerships and strengthening their ownership over the value chain: several opportunities exist, exchanges among districts, participation of women's groups on beans in fora.

Community role: Women are encouraged to go into leadership (national policy). Access to leadership exists, but one could question if this leadership is translated in control over decision-making. Another point to be taken into account is the fact that, an increase of women in leadership does not necessarily means that women's strategic needs will be met and supported by the women in power.

These issues can be addressed through improving women's leadership at different levels:

- Within Women Only Structure (WOS) (e.g. training in marketing, in negotiation skills, accountability, literacy programs, for example strengthening women's capacities to start businesses, ...);
- Within mixed FOs (performance, efficiency, quality of produce, certification...);
- Within SACCOS & VICOBA's (specific forms of WOS) (organisational development, training on rights, strengthening management skills, etc.).

6.2.2 The twin track approach

SAKIRP will follow a twin track approach for integrating women's rights (WR) and gender equality and women's empowerment (GEWE) in the project as well as the inclusion of other vulnerable populations. This twin-track approach consists of two crucial orientations, to be conducted simultaneously:

- Gender mainstreaming: integrating gender at all stages of programme decision-making processes (from planning to final assessment, during drafting, budgeting, implementation, monitoring, assessment). Different organs (steering committee, programme direction, staff members, ...) should be applying this approach, assuring that each time when decisions are made, the effects and impacts of these decisions on women and men are taken into account.

- Looking at specific measures/actions to take into account (in the logical framework) the issues of WR and GEWE, children's rights, decent work and issues related to strengthening vulnerable populations (PLHIV, people with a disability, children heads of households, women heads of household,...);

The choice of the two value chains, cassava and beans, allows giving attention to the 3 roles of women (reproductive, productive, community) through gender sensitive and gender transformative approaches. Details were exposed in section 1, yet we may highlight the following:

- With these two value chains the project will be able to improve actual activities; this is called gender sensitive, for instance looking at access to equipment, investments, capital.
- With these two value chains the project shall be able to make a difference. The project can address gender roles. It can improve the division of labour (labour, work, acting/agency) having more women in more steps of the value chain and more controlling over these steps. It is called gender transformative.
- There will be opportunities to work together with the community development officers. This will be certainly important for the groups, linking people together, making partnership, but also for awareness raising on children rights, decent work, HIV/AIDS, FP, and VAW.

Referring to the socio-cultural background, which is in most cases male dominated, we should consider the limited control women have over income/earnings/financial means. Men will often control the financial resources, once women have accessed them. This means that measures supporting women to have more control over financial resources, will inevitably be accompanied by measures addressing changes in mentalities, stereotypes, inequalities and discriminations. These measures should address women, but they should even be more targeted at men, with the purpose of increasing men's acceptance of women and men sharing decision-making over financial resources (within the HH). Actually the project shall include in all gender related activities women and men at HH level, do things step by step, taking into account the socio-cultural dimension.

Entry points for these kind of measures (which are considered as 'gender transformational' red) are awareness raising sessions on sources of conflicts, touching also the issue of violence against women (VAW) which is a daily issue in the region.

Certainly more information on gender aspects will be necessary at the beginning of the project and should be collected through the value chain mapping, the baseline survey and the value chain platforms.

Finally the following points stress that gender issues are seriously taken into account in the project:

- Gender is specifically mentioned in the specific objectives and in some results;
- The choice of cassava and beans value chains shall allow both gender sensitive and gender transformative activities;
- Gender will be both mainstreamed in the project and having specific activities;
- Within the value chain finance mechanisms there is a special focus on VICOBAs which are more accessible to women. In addition less strict criteria would be applied for women groups under the value chain investment fund;
- There will be special supports to women groups in value chains. A national TA on gender will be recruited;
- The M&E system will collect segregated data;

Gender will be taken into consideration at each activity level.

When applying the Gender Budget Scan to the project, it appears that:

- 22,1% are expenses considered "gender-blind" (in blue), which are not expected to have a different effect/impact for women or men (the functioning and investment falls under this category like for instance, office or programme vehicle maintenance costs).
- 66.5% are expenses "gender-sensitive" (green) which means actions taking into account present gender differences, mainly for practical needs. (alleviation of tasks, distances covered, water quality, different modes of use of assets...). The monitoring and evaluation system is considered being gender-sensitive (differentiation of data, numbers, statistics, monitoring of gender-specific indicators...).
- 11,4% are specific actions targeting women or men and aiming to reduce the gender gap (equal representation in steering committees, strengthening of women leaders...) or to correct an unequal situation (career promotion, salary equity, working conditions...). Such matters are referred as "transformative" activities (red), which aim to change gender relations (relations at the political, economic, social, cultural... level). These positive actions allow women not only to participate on an equal footing to the development processes, but to impact them by taking part in decision-making processes. Examples of "gender transformative" activities are: a financing strategy with focus on improving access to financial services for women (groups), strengthening capacities of VICOBA's and SACCOS with a strong focus on transformation, supporting women groups for improved integration and empowerment in the VC.
- No activities of this project are directly linked to the gender machinery. There is for example no action strengthening "gender instances" by mean of capacity development activities targeting gender focal points in partner institutions.

6.3 HIV/AIDS

Over the past ten years Tanzania has witnessed significant progress in the delivery of efficient HIV prevention, treatment, care and support. The national HIV prevalence in Mainland Tanzania has declined from 7.0 % (2003/04) to 5.3% (2011/12) among women aged 15-49 years and from 6.3% to 3.9% among men in the same age group. Regional differences in HIV prevalence rates are great and vary between less than 1% in Pemba Region and 14.8% in Njombe Regions.

Kigoma is one of the regions where the HIV prevalence rate has almost doubled and increased to 3.8%. This increase can be explained as a result of successful care and treatment programmes reducing HIV & AIDS related mortality rates, or as a result of an actual increase in the number of new infections, or both. Moreover the HIV epidemic in Tanzania is characterised by significant differences in prevalence rates – both between the regions and within the same region – across different social and age groups. HIV prevalence rate among young women aged 25-29 years is 3 times higher compared to young men in the same age group. HIV & AIDS prevalence rates are significantly higher among most at risk groups such as men having sex with men or commercial sex workers, but also among mobile populations such as seasonal labourers in plantations, workers at road construction sites, mobile markets, truck drivers, fishermen and miners.

The HIV & AIDS epidemic continues to put a high burden on the country's social and economic development. The challenges are still huge as the comprehensive needs of People Living with HIV (PLHIV) are often not being met, stigma and discrimination still prevail and the coordination of the national response is not resulting in all necessary services being available to those who need them. As the HIV epidemic is stabilising, its face has changed from an emergency situation that required vertical approaches into a broader, long-term response focusing on overall development. The HIV & AIDS response has evolved from a strong health focus to addressing HIV & AIDS as a multi-sectorial challenge that calls for all actors, public and private, formal and informal, to respond at all levels and in

all sectors.

TACAIDS, the Tanzania Commission for AIDS, coordinates the **National Multi-Sectoral HIV and AIDS Strategic Framework 2013/14-2017/18 (NMSF III)** which provides guidance to all public and non-public sectors to review and implement well focused, cost-effective and results-informed HIV interventions that target both the individual person and the entire sector - according to the epidemiology. Agriculture and food security is one of the sectors expected to effectively contribute to the implementation of the national HIV and AIDS strategy.

In 2008, Tanzania enacted the **HIV Prevention and Control Act (HAPCA)**. Section 6 of this law states that all organizations and institutions, whether public or private, should design and implement gender and disability responsive HIV & AIDS plans that should be mainstreamed and implemented within their activities. According to Section 9 all employers should also establish a HIV & AIDS workplace programme, which includes gender responsive HIV & AIDS education, distribution of condoms and support to PLHIV. Part VII of the law emphasizes that every local government authority should design plans for ensuring that most vulnerable children are afforded means to access education, basic health and livelihood services. The HIV workplace policy should moreover be part of a broader health and security at the workplace policy (as stipulated in NMSF II).

In 2010 TACAIDS also developed a **Gender Operational Plan for the HIV Response in Tanzania Mainland 2010-2012** with the aim to ensure that gender is catered for in all HIV & AIDS interventions.

The **National HIV and AIDS Policy (2012)** further emphasize the importance of respect for the human rights of PLHIV, as stipulated in the Constitution of the United Republic of Tanzania. Specifically the policy commits to enhancing measures that ensure all civil, legal and human rights for men, women, boys and girls living with HIV and AIDS, in accordance with the Constitution and other International Conventions.

6.4 Social economy

Several elements of the project shall contribute to the social economy:

- The pro-poor value chain approach of the project shall contribute to local economic development for both farmers and other chain actors. It is expected that many initiatives along the chains will be supported benefiting many people; jobs should be hence created in rural areas.
- The project will support SACCOS and VICOBA's who play an essential role in supporting farmers' financial needs and preventing them from falling further into poverty. Women will particularly benefit from the support to VICOBA's.

6.5 Children's rights

The project shall ensure that children's rights are observed. The key aspect will be making sure that no child labour is used in any of the nodes of the value chain. Particular attention will be given to the active inclusion of child headed households.

7 ANNEXES

7.1 ANNEX 1: Logical framework

	Logical of the intervention	Indicators * = segregated data (men / women)	Sources of verification	Assumptions
GO	<i>Local economic development and wellbeing of smallholders is improved in Kigoma region through sustainable agriculture development</i>	% of the population employed in agriculture* Volume of regional trade; Share of agriculture contribution to regional economy; Added value in the region for cassava and beans; Increased income of small holder farmers*; % of land coverage under resource conserving low external input farming;	Kigoma Regional Profile District profiles Survey on added value Survey on level of input use for farming	
SO	<i>Smallholders' income is increased and diversified in Kigoma region, especially for women, through pro-poor value chains development.</i>	Income of smallholders for cassava and beans *; % of income for cassava and beans from total smallholder family income; added value in cassava and beans by smallholders*;	Surveys on income of smallholders Survey on added value for commodities	Chain actors are willing to engage in genuine value chain development, rather than being only interested in their individual and short term economic interests.
R 1	Value chains management and coordination mechanisms are installed and steer cassava and beans value chain development	Number of meetings of platforms for each VC and actions formulated; VCD plans jointly elaborated by a platform and level of realisation of VCD plans; % men / women in these platforms; Gender sensitive actions in VCD plans.	Minutes of chain platforms VCD strategies and plans Qualitative interviews with chain actors Workplace survey reports	Genuine economic chain actors are represented in the value chains platforms rather than just influential people representing only their personal interests.
R 2	Sound financial mechanisms are developed and financial organizations are strengthened to support value chains development	Number, amount and type of loans taken by chain actors and provided by banks and MFIs *; % of loan repayment to banks and MFIs*; % increased lending capacities of SACCOS and VICOBAS thanks to bank loans*; Increase on value of traded commodities through realized direct investments* .	Survey on received loans and their repayment MFI and Banks reports Monitoring reports of Consultant SACCOS and VICOBAS financial reports Survey on impact of direct investments Mid-term and final evaluation report Annual reports of project	An agreement is established with banks and MFI for delivering financial services to intended beneficiaries; Banks effectively play their role and give priority to providing financial services to project beneficiaries; Effective linkages are established between financial organisations (banks, MFI) and chain actors. An increased lending capacity of SACCOS and VICOBAS is used to finance value chain development (and not only social needs).

R 3	Public and private chain supporters provide effective services to value chains actors	Number and type of effective services provided by chain supporters to chain actors*; Quality and appreciation of service provision*;	District progress reports Report participatory M&E on services provided Qualitative interviews with chain actors and chain supporters	There are capable national service providers who are willing to form a long term collaboration agreement with their 'peer' regional partners, and continuing after the project has finished; The Districts are accepting their role as facilitator for chain supporters to provided effective services to value chain actors Private chain supporters / service providers do not only rely on donor funding but are willing and able to develop sustainable business models of service provision.
R 4	Stronger position of smallholders, especially women, in the value chains through improved integration and empowerment	Number of farmers attending FFS meetings* Value addition by producers* (through vertical integration) for cassava and beans; Number of small-holder farmers member of a FO Quantity of cassava and beans traded by FOs Price paid to farmers for cassava and beans	District Progress Reports M&E system Consortiums reports Qualitative interviews with farmers	Increased farmers' integration in the value chain generates higher benefits to farmers and not only higher costs or higher risks. The market demand for cassava and beans is stable or even increases. No major difficulties with cross border trade (situation in Burundi is stable...).
R 5	Improved market access and sustainable trade	Volume and value of selected commodities sold by producers Turnover for selected commodities of traders Number of win-win contracts (chain agreements) for a certain period Value added locally for cassava and beans.	Household income survey Traders survey Qualitative interviews with chain actors	The market demand for cassava and beans is stable or even increases. No major difficulties with cross border trade (situation in Burundi remains stable)

	Activities to reach Result 1	Means	Belgian Contribution
R 1	Value chains management and coordination mechanisms are installed and steer cassava and beans value chain development.		Costs in Euros
A 1.1	Analysing, mapping and assessing the value chains of cassava and beans	TA for support chain mapping for both chains; Workshops on chain mapping	60.000
A 1.2	Elaborating value chains development strategies and plans	TA for training on value chain concept and process Workshops facilitated by consultants from A11 and PIU Platforms / workshops and study tours	50.000
A 1.3	Monitoring and evaluating value chains development	One framework contract for periodical follow-up of M&E and framework for field surveys required for data for M&E + data analysis PIU and districts staffs to collect data (for the baseline and for regular monitoring);	100.000
A 1.4	Lessons learning and capitalizing	One framework contract with an international firm: one short term mission to establish the capitalization plan and to provide capitalization methodologies + one capitalization mission / year. Capitalization workshops; TA for developing capitalization products and channels for use of mass media (radio, video) for ad hoc supports and products (NB: can be articulated with the M&E framework contract)	120.000
	Activities to reach Result 2	Means	Belgian Contribution
R 2	Sound financial mechanisms are developed and financial organisations are strengthened to support value chains development.		Costs in Euros
A 2.1	Elaborating and supporting a comprehensive value chain development financing strategy	Framework contract with an international consultancy firm: 1 mission in year 1 to elaborate the value chain finance strategy + financing modalities with Banks and MFI + follow up missions for coaching and assisting in development of financial products and services A.2.2);	150.000
A 2.2	Improving financial products and services for chain actors by banks and improving access to finance by chain actors	Provision of a cash collateral on a bank account for improving loan access	300.000
A 2.3	Strengthening technical and managerial capacities of VICOBA and SACCOS	Framework contract with a service provider for capacity building assessment, capacity building and coaching	100.000
A 2.4	Direct investments to support value chain development	Investment fund (linked also to A4.3 and A5.2)	1.200.000

	Activities to reach Result 3	Means	Belgian Contribution
R 3	R3: Public and private chain supporters provide effective services to value chains actors.		Costs in Euros
A 3.1	Assessing service needs for chain actors and need for capacity building and supporting models for chain supporters	International consultancy on TNA and CBDP	40.000
A 3.2	Strengthening chain supporters for sustainable effective service provision to chain actors of selected value chains	PIU + additional trainings	85.000
A 3.4	Supporting the Districts and the region to play their role for facilitating VCD	PIU to provide technical assistance / institutional support to districts and the region Financial assistance for running expenses and equipment	50.000 (+ from general means)
	Activities to reach Result 4	Means	Belgian Contribution
R 4	Stronger position of smallholders, especially women, in the value chain through improved integration and empowerment.		Costs in Euros
A 4.1	Empowering farmers through farmers' field schools and "farmers' business schools"	Framework contract for elaborating planning and roadmap for implementation FFS and required training and monitoring. Trainings by a service provider on improved farming practices, farm management, sustainable agriculture and other technical issues as on Planning management and monitoring of FFS Financial means to the Districts for running expenses and equipment for FFS	600.000
A 4.2	Strengthening farmers' organisations and farmers' networks in Kigoma region	One framework contract with a farmers network	245.000
A 4.3	Supporting farmers' organisations for improved integration and empowerment in the value chains	Framework contracts for beans consortium + cassava consortium	300.000

	Activities to reach Result 5	Means	Belgian Contribution
R 5	Sustainable trade and improved market access		Costs in Euros
A 5.1	Conducting market surveys	International short term consultation in year 1 + possible inputs in year 2	70.000
A 5.2	Supporting collectors, processors and traders in value chain development initiatives and facilitate market linkages	Framework contract with consortium for Market linkage package for beans and cassava	300.000
A 5.3	Strengthening the existing market information system(s) for the major crops	Inventory and assessment study on MIS + elaborating appropriate MIS for different chain actors Financial means for organizing training / workshop	30.000
A 5.4	Supporting public infrastructures and sale points	PIU for supporting the social engineering + outsourcing some trainings and studies NB: funds for the investments are provided under A24	170.000
A 5.5	Strengthening advocacy capacities regarding trade issues and other issues within the value chains	Short term contract with a national service provider for training/guidance	40.000

7.2 ANNEX 2: Implementation calendar

The length of the project implementation calendar can be divided into three main phases, namely:

- Inception phase: 9 months
- Implementation phase: 45 months
- Closure 6 months.
- Total: 60 months = 5 years.

7.2.1 Inception Phase:

During this phase the project will:

- a. Mobilize the BTC Brussels Technical Coordination Team and start the recruitment of ITA experts by BTC Human Resource Department within a time span of 2 months;
- b. Make the procurement of equipment, which will be implemented by the BTC Representation Office after arrival of the 2 ITAs;
- c. Design the internal management procedure and produce the Project Implementation Manual (PIM) with the help of an external support (BTC);
- d. Tender the initial studies and framework contracts:
 - M&E and capitalisation framework contract;
 - Value chains mapping and assessment;
 - Market surveys;
 - Value chain finance study;
 - Capacity building assessment of chain supporters.
- e. It will include introduction of the project to all key stakeholders.
- f. Activities will be focused on setting up the project and ensuring project ownership at all levels:
 - Appointing of nationally recruited project staff.
 - Capacity analysis and training of key staff, from PIU and DFT.
 - Prepare (implementation) Execution Agreements with the Districts and have them signed between the Districts, MAFS and BTC, assuring office space, office furniture, etc.,
 - Initiate procurement of office equipment, procurement of transport.
- g. Carry out baseline survey, update and improve if necessary the log frame indicators, facilitating workshop on the development of activities within each district, facilitate PIU in planning of activities.
- h. Launch the public procurement for future collaborations and hire of service providers.
- i. Sign MoUs with selected partners.

7.2.2 Implementation Phase

The implementation of the project (45 months) will start once the baseline has been conducted, the LFA has been upgraded, the budget re-examined and the JLPC has approved the operation plan and budget.

7.2.3 Closure

During the consolidation phase (6 months) the emphasis will be on ensuring that the planned activities have been completed successfully and the required degree of sustainability will be reached. During this period the focus will be on implementing what has been learnt (rather than new training). New investments should be avoided during this phase.

This phase will basically be for preparation for closure and exit of the project. All necessary preparations for a smooth closure of the project that guarantees sustainability of attained achievements will be made at this phase.

The activities in this phase shall include but not be limited to:

- a. A follow up plan is in place for all districts.
- b. The final project report is discussed and accepted, presented to JLPC.
- c. Handing over of various project assets to selected beneficiaries.
- d. Preparation of closure of accounts is made.

7.3 ANNEX 3: Chronogram

ACTIVITIES	Q1	Q2	Q3	Q4	Year 2	Year 3	Year 4	Year 5
R1: Value chains management and coordination mechanisms are installed and steer cassava and beans value chain development.								
A11: Analysing, mapping and assessing the value chains of cassava and beans								
A12: Elaborating value chains development strategies and plans								
A13: Monitoring and evaluating value chains development								
A14: Lessons learning and capitalizing								
R2: Sound financial mechanisms are developed and financial organisations are strengthened to support value chains development.								
A21: Elaborating and supporting a comprehensive value chain development financing strategy								
A22: Improving financial products and services for chain actors by banks and improving access to finance by chain actors								
A23: Strengthening technical and managerial capacities of VICOABs and SACCOS								
A24: Direct investments to support value chain development								
R3: Public and private chain supporters provide effective services to value chains actors.								
A31: Assessing service needs for chain actors and need for capacity building and supporting models for chain supporters								
A32: Strengthening chain supporters for sustainable effective service provision to chain actors of selected value chains								
A33: Supporting the Districts and the Region to play their role for facilitating VCD								
R4: Stronger position of smallholders, especially women, in the value chain through improved integration and empowerment.								
A41: Empowering farmers through farmers' field schools and "farmers' business schools"								
A42: Strengthening farmers' organisations and farmers' networks in Kigoma region								
A43: Supporting farmers' organisations for improved integration and empowerment in the value chains								
R5: Improved market access and sustainable trade								
A51: Conducting a market survey								
A52: Supporting collectors, processors and traders value chain development initiatives and facilitate market linkages								
A53: Strengthening the existing market information system(s) for the major crops								
A54: Supporting public infrastructures and sale points								
A55: Strengthening advocacy capacities regarding trade issues and other issues within the value chains								

GENERAL MEANS	Q1	Q2	Q3	Q4	Year 2	Year 3	Year 4	Year 5
PIU staffs recruitment								
National project coordinator								
International project manager								
International advisor for strategic marketing and VCD								
National advisor on business development								
National advisor on gender and capacity building								
National advisor on FFS, FO and empowerment								
National advisor on M&E								
International Financial Officer (shared with WASKIRP)								
National administrative and financial officer (shared with WASKIRP)								
National Procurement Officer (shared with WASKIRP)								
National Logistic Officer (shared with WASKIRP)								
National accountant								
National administrative assistant								
National drivers								
Investments								
PIU IT equipment								
PIU Vehicules								
Districts equipment								
Districts transport means								
Office improvement works								
Audit and M&E								
Mid-term and final evaluation								
Audit								
Backstopping								

7.4 ANNEX 4: ToR long-term personnel

NB. As the project is developing its procedures and management systems, the specific tasks assigned to the staff member may evolve over the course of implementation and may be periodically reviewed and updated in the PIM.

7.4.1 National Staff

7.4.1.1 Project Coordinator (PC)

Objectives:

Under the responsibility of the Regional Secretariat of the Kigoma Region, as entity for the implementation and follow-up, the Project Coordinator (PC) is designated by the RS to the project as Project Coordinator, representing GoT, and being counterpart to the Project Manager (ITA), which is contracted by BTC. The Project Coordinator is responsible to provide the Project Manager and the PIU team of the project with technical and strategic guidance and advise.

The Project Coordinator reports to the RAS.

Responsibilities:

- Coordinate the planning, monitoring and implementation of the project, in collaboration with the Project Manager, to ensure that the activities are executed in accordance with the TFF, approved annual work plans and budgets and any other directives from the JLPC, in accordance with the BTC Project Implementation Manual (PIM).
- Give guidance to the PIU staff and the involved regional and districts government staff in the field, in particular working with the Regional Facilitation Team (RFT) and the District Focal Point (DFP) officer in charge of leading the District Facilitation Team (DFT).
- Provide adequate and up-to-date information and reporting about the project's progress to the members of the Joint Local Partner Committee (JLPC).
- Coordinate the intervention with other projects and institutions within and outside the Region.
- Contribute that annual and semi-annual consolidated work plans, budgets and reports are produced and quality checked and submitted in time to the JLPC, GoT and BTC-Brussels (through the BTC-Dar Es Salaam Resident Representative).
- In collaboration with ITA, serve as secretary to the JLPC meetings.

Other duties:

- Liaise with other relevant national institutions and government agencies as required;
- Monitor expenditures and the use of GoT contribution and assets;
- Coordinate, in collaboration with the Project Co-Manager, the PIU team and facilitate the availability and supervision of GoT staff;
- Any other function related to the project that may arise.

Profile:

- Higher University degree in Agriculture or related discipline.
- A minimum of 10 years professional experience in working with decentralized Agricultural Development and Local Government.
- A minimum of 5 years professional experience in working with Agricultural projects as a project manager, team leader, or coordinator in donor funded projects.
- Experience in working in and with private sector and NGO's is an asset
- Experience in Kigoma is an asset.
- A good team manager and communicator, skilled in capacity assessment, development of training packages and in building bottom-up capacity development.
- Skilled in participatory processes, would be an additional asset.
- Positive and open attitude towards gender issues.
- Excellent oral and written communication skills in English.
- Experienced in co-management, in managing accounts, preparing reports, work plans and budgets, and reporting to Steering Committees.
- Knowledge of MS Windows, Word, Excel and PowerPoint.
- Willing and able to be based permanently in the region, travel extensively with extended stays in remote and rural locations.

Duration and Duty Station:
60 months, located in the PIU office in Kigoma.

7.4.1.2 District Focal Point (DFP)

Objectives:

The DFP is appointed by the DED as the DED Representative for this project and therefore the DFP is the responsible person on behalf of the respective district, to coordinate and implement the project activities according to the agreed work plan, budgets and modalities.

The DFP will be assisted by the PIU and will be responsible for engaging in project implementation, guiding the District Facilitation Team and collaborating with the development partners in the district.

NB. The role here is captured in a preliminary form and adaptation may be required in consultations with the Districts, based on the findings of the BLS and Inception Phase as it is perceived, to ensure satisfactory performance, the DFP will be 70% of time, occupied and dedicated to this project. The exact rules and role definition with the District Facilitation Team (DFT) and between this and the overall PIU will be also confirmed during the Inception Phase.

The DFP reports to the DED and is assisted by the PIU.

Responsibilities

- Under the District Executive Director (DED), the DFP is responsible for the correct and timely execution of the project's work plans at District level, in accordance with national policies, rules and procedures, and approved work plans and allocated budgets.
- In collaboration with the PIU, to ensure the monitoring, to prepare the annual and semi-annual reports and submit them in time to the Project Manager.
- Coordinate with implementation partners in the district.
- Establish and maintain good working relationships with project beneficiaries, service providers, counterpart agencies, donors and other relevant organizations and government agencies in the district.
- In collaboration with the PIU identifies the need for services and capacity building at district and local level.
- Contribute to project planning and review through the participation in regular meetings of the District and Regional Stakeholders Meetings.

Profile

- A graduate in agriculture related discipline at a diploma level as a minimum education qualification.
- At least 5 years professional experience in Agricultural Development at the level of LGA.
- Experience with and adhering to participatory processes linked to FFS and farmers organization development.
- Experience in working with the private sector is an additional asset.
- Willing to work and travel extensively in the field.

Duration and Duty Station:
In the district for the duration of the project (60 months).

7.4.2 Internationally Recruited Technical Advisor (ITA)

7.4.2.1 Project Manager and Advisor on Value Chain Development (VCD-ITA)

Objective of this function:

Under the BTC representative, the internationally recruited Technical Advisor represents BTC. The Project Manager is supervising, coordinating and guiding the staff of the Project Implementation Unit (PIU) and work executed through contracted service providers. Jointly with the Project Coordinator, the Project Manager is responsible for the coordination and outcome of the project. As Project Manager, he/she has the task of contributing to the attainment of the specific objective of the service being provided, as stipulated by the project documents (TFF, agreement or contract).

The Project Manager:

- reports to the BTC Resident Representative.
- supervises the staff of the PIU and the contracted service providers

Responsibilities:

Management responsibilities:

- Planning and reporting:
 - Ensure proper planning of the project in order that the activities are planned and executed in accordance with the TFF.
 - Ensure the elaboration of annual work plans and budgets, and ensure that annual and semi-annual consolidated budgets, work plans and reports are produced and submitted in time to the JLPC, GoT and BTC-Brussels (through the BTC-Dar es Salaam Resident Representative).
 - In collaboration with the Project Coordinator, the Project Manager serves as secretary to the JLPC meetings;
 - In collaboration with the Project Coordinator, plan and coordinate the intervention with development partners, develop TOR, tender documents and openly advertise and evaluate proposals for Service Provider contracts, and monitor contract performance and quality, supervise the grant contracts with the project's Implementation Partners;
- Implementation and monitoring:
 - Ensure the proper implementation of the project by ensuring that the activities are executed in accordance with the TFF, approved annual work plans and budgets;
 - Ensure the implementation of a M&E evidence based learning framework and process, which is oriented toward achieving results rather than only monitoring activities;
- Human and resource management:
 - Ensure proper financial management of the project. Monitor expenditures and use of BTC contribution and assets in line with PIM. Ensure the execution of the management and finance duties as described in the TFF.
 - Give, in collaboration with the PC, guidance to the NTAs in charge of assisting the DFP and DFT at their level, assisting to maintain quality, in consolidating their work plans, budgets and reporting as per AFM Manual.
 - Ensure coordination and supervision of BTC employed staff of the PIU at district level.
 - Ensure that capacity assessments are undertaken and that training programs and skill development are put into place for both PIU, LGA, NGO and private sector partners.

Technical Responsibilities

- Make sure the crosscutting themes of the Belgian Cooperation are taken into account as described in the TFF, with special attention for gender and sustainable agriculture.
- Supervise strategic studies that will guide the project orientation: market researches, value chains mapping / assessment, value chain finance study. Ensure TOR are of sufficient quality, supervise the selection process, organize orientation meetings with the consultant, follow-up the work and participate in key steps (workshops), check quality of the recommendations (to make sure they give proper guidance to the project).
- Ensure, in collaboration with the Project coordinator, the coherence between the value chain development strategies and plans (elaborated by the platforms) and those of region and Districts. Articulate the value chain approach and the local economic development approach.
- Ensure the coherence of the methodologies implemented by the project: value chain platforms to improve governance, value chain finance, direct support to chain actors.

Profile:

- Higher University degree in Agricultural Economics or related field.
- A minimum of 15 years professional experience, of which at least 7 years with Value Chain Development.
- A minimum of 8 years professional experience as a project manager, team leader and/or coordinator
- Proven technical expertise in the following fields:
 - Value Chain Development and value chain finance: market driven and pro-poor value chain approaches to increase producers income; value chains development by using the interlinked services of value chain financing, group strengthening, strengthening value chain service providers, market intelligence and multi-stakeholder processes;
 - Value chain finance and working with MFI's
 - LED and working with local government authorities, including institutional strengthening and capacity building at local government level and of institutions linked agricultural service provision;

- Working with and coordinating public and private sector stakeholders to develop partnerships, multi-stakeholders processes
- Proven experience with financial management of donor funded projects. Experienced in co-management, in managing accounts, preparing reports, work plans and budgets, and reporting to Steering Committees.
- Behavioural skills:
 - A good communicator, skilled in capacity assessment and capacity development and facilitating participatory processes.
 - Positive and open attitude towards gender issues. Experience with project management of projects with an important gender component and/or gender in value chain development.
 - An excellent and inspiring team manager
- Excellent oral and written communication skills in English, some knowledge of Swahili would be an asset.
- Knowledge of MS Windows, Word, Excel and PowerPoint.
- Willing and able to be based permanently in the region, travel extensively with extended stays in remote and rural locations.

Duration: 58 months

Duty Station: Kigoma.

7.4.2.2 International Technical Adviser on strategic marketing and value chain development (Marketing-ITA)

Objectives:

The ITA will pilot the strategic orientation, implementation, follow-up and communication of the program specifically on result 1, 4 and 5 and on all other aspects of the program related to the support towards sustainable market access, value addition to the products cassava and beans and capacity building in marketing & business management.

The ITA reports to the Project Manager. He/She will work in close collaboration with the national TA in charge of business development.

Responsibilities:

- Provide methodological guidance and strategic orientation on marketing and value chain development:
 - Define the content (ToR) of needed market researches and consumer surveys and of the value chains mapping and assessment. Identify and choose the service providers (with the support of the Trade for Development Centre)
 - Translate the results of market researches and value chains mapping into interesting value addition opportunities and responsible for a thorough analysis and feasibility for different categories of Kigoma small holders.
 - Assure that the marketing strategy is coherent with the upgrading strategy for the different value chains
 - Assure the development of a strategic positioning and marketing strategy for both VC's of Kigoma region. Support the value chain platforms (methodological support, advice / backstopping, technical inputs...).
 - Orientate the development of the 'Farmer Business Schools' concept and its integration in the FFS concept and implementation in the field in coordination with the NTA for FFS and DFP. Identify the required capacity building and formulate a plan of implementation, monitoring.
- Capacity building of PIU staff, service providers and chain actors (through service providers), follow-up and backstopping of staffs:
 - Accompany and orientate the work of the national commercial technical assistant.
 - Contribute to the content of the assessment of value chain actors /beneficiaries of the program, monitor the results and translate them into training/coaching needs and planning as to be able them to produce and deliver products responding to the needs of targeted markets and eventual new market opportunities
 - In collaboration with the NTA, assess capabilities of local NGO's and service providers in marketing and business management and translate the result into training/coaching needs

- Strengthen capacities of trade officers at the districts and the regional office and local NGO's in marketing aspects
- Assess and choose service providers in empowerment driven marketing & business management (of which profitability studies if it comes to processing, new ware house systems, etc.) and market linkage facilitation; orientate and supervise their work in the field
- Provide hands-on support on value chain development:
 - Provide operational marketing advise and hands-on support to key beneficiaries in analysing the best fitting opportunities to increase their income, to develop their marketing strategies and business plans and eventual profitability studies; in value to their products and developing their marketing mix marketing tools
 - Assist the public authorities in developing a market data/information transfer-system to small holders
- Monitoring and capitalisation:
 - Monitor the progress of the program in terms of sustainable market access for the small holders.
 - Capitalise lessons learned and propose where necessary modifications and adjustments of activities and budgets proposed by the TFF.

Profile:

- A graduate of a higher Business School and/or degree in business administration, management sciences, strategic marketing, and/or equivalent through experience
- At least 10 years of practical experience in strategic and operational marketing in the private sector, in businesses commercialising food products and/or fast moving consumer goods.
- At least 5 years of experience with a development project, preferably in Sub-Saharan Africa.

Technical expertise in the following fields:

- Experience in working with small holder farmers and farmers' organisations, big and small chain actors (processors, traders, brokers...) in developing countries
- Experience in value chain analysis, chain mapping, market survey
- Experience in sales / account management is an asset
- Knowledge of the concepts of fair and sustainable trade is an asset
- Gender sensitive
- Fluent in English
- Motivated for development cooperation
- The candidate particularly likes working in the field and is ready for travelling within Kigoma region and abroad in Tanzania and neighbouring countries at least 25% of his / her time
- Strong team player

Duration: 30 months during year 1, 2 and partially year 3 of the project.

Duty Station: Kigoma

7.4.2.3 International Administration & Finance Officer (AFO-ITA)(with shared responsibilities for SAKIRP and WASKIRP)

Objective: The AFO will support the PIU in managing the finance and administration of the project. He/she will monitor and control the project funds transferred to the districts. The AFO is supporting the Project Manager for budget management and financial reporting procurement, contracts and logistics, management of fiduciary risks, internal control and audit. In addition he/she should contribute to capacity building on financial management of the partner institutions.

Responsibilities:

- Budget management and financial reporting
 - Monitor budget execution
 - Report budget situation to stakeholders to facilitate decision-taking
 - Monitor efficient use of funds

- Draft budget change proposals and financial planning
- Make cost analyses
- Supervise, consolidate and validate accounting
- Monitor cash position and approve payments
- Procurement, contracts and logistics
 - Draft tender plan
 - Coordinate procurement process
 - Ensure manage and control of grant and sub-delegation contracts
 - Supervise management of equipment, vehicles and infrastructure
- Manage fiduciary risks, internal control and audit
 - Identify and evaluate fiduciary risks
 - Set-up performant internal control system
 - Monitor evolution of risks as well as impact of risk measures
 - Develop action plans based on audit reports and implement them
- Capacity building of partner institutions
 - Assess financial and administrative management of partner institutions
 - Advice partner institutions on improvement actions and on how to implement them
 - Facilitate change processes
 - Assist partner institutions to change organization structure, optimize processes, improve systems and strengthen staff competences
- Manage the financial and administrative team of the program
 - Set-up adequate organisation in terms of roles and responsibilities
 - Plan activities
 - Define together with staff their objectives
 - Motivate, coach and follow-up staff
 - Develop staff competences

Profile:

- Master degree in management, applied economics or finance;
- Minimum 5 years professional experience in financial management;
- Experience in audit, risk management, public finance management, public procurement or change management are an important added value;
- Experience in team management;
- Experience in an international context is an added value;
- Very good hands-on knowledge of IT tools;
- Proficient in English. Working knowledge of French
- Strong written and analytical skills
- Good communicator and team player;
- Excellent with figures;
- Result and solution oriented;
- Organisation skills;
- Accurate;

- Pro-active

Duration: 36 months

Duty Station: Kigoma.

7.4.3 Nationally Recruited Technical Advisors (NTA).

7.4.3.1 Advisor for Business Development and Marketing (BD-NTA)

Objectives:

Under the leadership of the Project Manager and Project Coordinator the NTA will contribute to the implementation of the program specifically on result 1, 4 and 5 and on all other aspects of the program related to the support towards sustainable market access, value addition to the products cassava and beans and capacity building in marketing & business management.

He/she will work in close collaboration with the ITA in marketing and other members of the PIU.

He/she will report to the Project Manager

Main Duties and Responsibilities:

- Contribute to the strategic orientation of the value chains:
 - Contribute to the market research, gathering relevant market information in Tanzania and neighbouring countries, analysing consumer preferences and identifying higher value markets and product development opportunities;
 - Contribute to identifying interesting and feasible value addition opportunities
 - Contribute to the feasibility studies of eventual new processing for Kigoma small holders
 - Contribute to the development of a strategic positioning and marketing strategy for both VC's of Kigoma region
 - Contribute to the content of the 'Farmer Business Schools' concept and search the best trainers
- Capacity building of service providers, Districts and chain actors:
 - Accompany the assessment of value chain actors /beneficiaries in the field and focus on the assessment of their capacity to deliver products responding to the needs of the targeted markets (and new market opportunities) + in close collaboration with the ITA, translate them into coaching needs and planning
 - In collaboration with the ITA, assess capabilities of local NGO's and service providers in providing the coaching and training needed by the small holders to deliver products responding to the requirements of the targeted markets
- Hands-on support to chain actors and service providers:
 - In collaboration with the ATI, provide hands-on support to key beneficiaries in analysing the best fitting opportunities to increase their income and developing their marketing strategies and marketing mix + coach the beneficiaries and follow-up the implementation
 - Implicate trade officers at the districts and the regional office as much as possible in market intelligence and marketing support to key beneficiaries
 - develop innovative and practical tools towards a better commercialization of products
 - Initiate, facilitate and accompany (or implement if proper service providers haven't been found) market linkage and matchmaking activities

Profile:

- A graduate of a higher Business School and/or degree in business administration, management sciences, strategic marketing, and/or equivalent through experience
- At least 8 years of practical commercial experience in businesses commercialising A-branded food products or fast moving consumer goods in the East African countries,
- Technical expertise:
 - Relevant professional experience in working with small holder farmers, cooperatives, processors and/or women groups
 - Experience in matchmaking and market linkage activities;
 - Gender sensitive
 - Experience with cross-border trade of some major agricultural commodities is an asset.
- Bilingual English/Swahili. Knowledge of Kinyarwanda or Kirundi is an asset
- Motivated for development cooperation

- The candidate particularly likes working in the field and is ready for travelling within Kigoma region and abroad in Tanzania and neighbouring countries at least 50% of her/his time.

Duration: 54 Months

Duty Station: Kigoma.

7.4.3.2 Adviser for Gender and Capacity Building (Gender/CB NTA).

Objectives:

Under the leadership of the Project Manager and the Project Coordinator, the NTA is responsible to develop the project's thematic strategy in gender and capacity building. The advisor has to formulate, implement, monitor and evaluate activities on the thematic areas of capacity building and gender. It includes also the capacity development and awareness making to PIU, staff of the district and region and service providers on the issues related to gender.

He/she will report to the Project Manager

Responsibilities Gender

- Ensure gender issues are taken into account in project and value chains planning, monitoring and evaluation;
- Enhance gender mainstreaming in value chain development in collaboration with officers of PIU, region, district and other implementing partners and service providers;
- Ensure gender mainstreaming in project activities: plans and budgets, with proper monitoring, annual and semi-annual physical and financial reports, are prepared and submitted in time to the National Project Coordinator.
- Ensure that gender aspects are taken care for in the manuals and toolkits developed by the project;
- Identify the need for specialist studies in their thematic area, propose consultancy terms of reference and supervise fieldwork and report preparation.
- Share information about their thematic area of the project with other organizations and agencies as needed. Liaises and co-ordinates project activities in their thematic area with other relevant technical assistance projects.
- Ensure the effective participation of the women and other vulnerable groups in the project activities and provide specific supports on gender issues;
-
- Assist the M&E technical advisor in identifying relevant indicators, in collecting these indicators and in analysing them. Reports quarterly on gender issues to the PM.

Responsibilities capacity building:

- Ensure for their thematic area the analysis and assessment of t capacity building needs are undertaken and that training programs and skill development plans are developed and put into place for both PIU, LGA, NGO's and private sector partners.
- Organize and oversee the implementation of the capacity building plan in line with the priorities identified by the CBTNA and agreed with the partners:
- Identify and assess capacity building experts and organize collaborative partnerships for the implementation of the capacity building plan;
- Ensure coherence and synergies of the capacity building and programs and strategies of the other BTC projects in the region and with other capacity building initiatives in the region and stimulated sharing of experiences and dissemination of good practice among them;
- Ensure that training strategies and modules to the direct beneficiaries of the project are on the basis of principles of adult education, action research and 'learning by doing';
- Ensure capacity building in the area of gender for project and staff of LGA;
- Hands-on support to chain actors:

Profile:

- A graduate in gender and agricultural development, or related discipline with an orientation for capacity development/transfer of competences.
- A minimum of 8 years relevant professional experience of which at least 4 years with NGO's,
- At least 5 years professional experience on training and/or management of programs for capacity building, adult education and capitalization

- Experience with value chain development and microfinance organizations is an asset.
- Technical skills necessary: gender analysis, gender mainstreaming, empowerment of women groups, adult education and capacity building.
- Excellent oral and written communication skills in Kiswahili and English.
- Knowledge of MS Windows, Word, Excel, PowerPoint.
- Willing and able to be based permanently in the region, travel extensively with extended stays in remote and rural locations.
- Able to adapt to circumstances to communicate with the rural communities.

Duration. 54 months

Duty station: Kigoma.

7.4.3.3 Advisor for FFS, Organization and Empowerment of Farmers (FFS-NTA)

Objectives:

Under the leadership of the Project Manager and Co-Manager, the NTA is responsible to develop the project's thematic strategy on Farmers Field Schools, organization and empowerment of Farmers. The TA has a key role in assisting project implementation through the DFP, District Facilitation Team and Implementation Partners (NGO, private sector, etc.) in the districts as required in their thematic specialist areas to achieve the projects objectives.

He/she will report to the Project Manager

Main duties and responsibilities:

Methodological support to the FFS:

- Design and Coordinate the development of the FFS implementation strategy. Special attention should be given to the following points: FFS for sustainable agriculture, farm management and establishment of farm business schools, articulation of FFS with FOs.
- Contribute to the development of FFS curriculum, modules and training materials
- Assist in designing FFS baseline survey and the development of monitoring and reporting tools;
- Review the project implementation strategy and mechanisms and where necessary propose improvements;
- Capture lessons learned, success stories/good practices, document and disseminate

Hands-on support to FFS

- Assess training needs in different areas of Farmers' Groups, Groups facilitators and master Trainers;
- Assist Master Trainers in planning and implementing "Training of Facilitators"
- Coordinate exchange/exposure visits
- Coordinate with relevant District officers to ensure follow-up/technical support to the FFS
- Coordinate with local service providers for ensuring delivery of quality services to the Farmer groups and communities;
- Monitor Training of Facilitators conducted by the Master Trainers and evaluate the quality of the trainings;
- Elaborate, Supervise and monitor strategies and activities for organization and empowerment of Farmers' Group/Associations/CBO's activities

Profile:

- A degree in Agriculture from a recognized University with specialization in Extension/
- A minimum of 8 years professional experience, preferably in Agricultural extension related projects. A minimum of 4 years professional experience in development and coordination of FFS for a donor funded project
- Technical skills necessary: in FFS, sustainable agriculture, farm management, value chain, farmers' organizations. Knowledge of cassava and beans cropping system an asset.
- Excellent oral and written communication skills in Kiswahili and English.
- Knowledge of MS Windows, Word, Excel, PowerPoint and publisher.
- Willing and able to be based permanently in the region, travel extensively with extended stays in remote and rural locations.
- Able to adapt to circumstances to communicate with the rural communities.

Duration: 54 months

Duty Station: Kigoma.

7.4.3.4 Advisor for Monitoring and Evaluation (M&E-NTA)

Objectives:

Under the final leadership of the Project Manager and Project Coordinator the NTA is responsible for assisting the project management in effective planning and ensure the implementation of the Monitoring & Evaluation program as a learning framework and process for achieving results.

Main Duties and Responsibilities:

The M&E system must be evidence based learning framework and process based on Tanzanian and BTC procedures, which is oriented toward achieving results rather than monitoring activities.

Setting up a monitoring and evaluation system:

- Assist the Project Management to develop TOR and tender documents and assist to evaluate financial proposals for Service Provider contract (M&E & Capitalization framework contract).
- In collaboration with the PIU and the consultancy firm elaborate the M&E system and the M&E matrix.
- Follow the consultancy firm for the externalized parts of the baseline survey.
- Ensure the process of an effective and participatory M&E system based on the developed monitoring matrix during the start of the project (Baseline);
- Integrate the M&E and Capitalization system with the GIS.

Implementing monitoring and evaluation:

- Assist in the implementation of the M&E evidence based learning system.
- Control the execution of the M&E& capitalization framework contract.
- Support the Project Management in planning, budgeting, reporting, monitoring and accounting of the project activities based on M&E system.
- Guide the regular sharing of the outputs of M&E findings with PIU team members, partners, stakeholders and beneficiaries;
- Liaise with other relevant national institutions and sharing of planning and monitoring instruments;

Capacity building regarding M&E:

- Give tools and assistance to the project for strategic steering and operational steering.
- Support the capacity building for the establishment of operational plans, and work plans at PIU level and district level;

Profile:

- A degree in International Development or a related discipline.
- A minimum of 5 years professional experience in planning, monitoring & evaluation linked to development funded projects and working with Local Government and decentralized planning.

Technical skills:

- Experiences working with designing result based monitoring and evaluation strategies and systems in donor funded projects, experience with Agricultural Development programs and with LGA planning;
- Experience of data base usage, processing and analysis of quantitative and qualitative data sets,
- Experience with working in rural areas with focus on participatory processes
- Excellent communication/interactive skills
- Excellent oral and written communication skills in English,
- Knowledge of MS Windows, Word, Excel and PowerPoint.
- Willing and able to be based permanently in the region and travelling regularly to the districts.

Duration: 54 months

Duty Station: Kigoma

7.4.3.5 Administration and Financial Officer (AFO-NTA) (shared with WASKIRP)

Objectives:

The AFO NTA will support the ATO-ITA in managing the finance and administration of the project. He/she will assist for the monitoring and control of the project funds transferred to the districts. The AFO-NTA is supporting the AFO_NTA for budget management and financial reporting procurement, contracts and logistics, management of fiduciary risks, internal control and audit. In addition he/she should contribute to capacity building on financial management of the partner institutions.

He/she reports to ITA-AFO

Duration and Duty Station:

57 months and located in the PIU office in Kigoma.

7.4.3.6 Project Procurement Officer (shared with WASKIRP)

Objectives:

The Project Procurement officer is under the leadership of the Project Manager and Project Co-Manager of both projects, and is responsible for a variety of procurement related tasks not exclusively limited to the ones listed below, and works under direct supervision of the Project Co-Manager

He/she reports to the ITA- AFO

Main duties and responsibilities:

- Plan procurement
- Draft tender documents
- Publication of tenders
- Follow-tender process
- Organise tender committees
- coach the procurement unit at Regional and Districts levels, and define and request specific capacity development activities when necessary (in close collaboration with EPC-LGAP intervention).

Duration: 48 months / Duty station: Kigoma.

7.4.3.7 Project Accountant (shared with WASKIRP)

Objectives:

The Project Accountant, is responsible for a variety of finance-related tasks, and works under direct supervision of the AFO.

The Accountant is responsible to support the administrative and financial functions of the project both at the level of the PIU and of the Districts.

Duration: 57 months

Duty Station: PIU office in Kigoma or in districts

7.4.3.8 Administrative Assistant-Secretary

Objectives:

The Secretary or Administrative Assistant is responsible for a variety of office administration-related tasks to ensure smooth operations of the project, not exclusively limited to the ones listed below, and works under direct supervision of the under the leadership of the Project Manager and Project Coordinator. She/he is responsible for providing administrative assistance in general project implementation and management and day-to-day liaison with counterparts. Provide comprehensive secretarial and administrative support to the Project Implementation Unit, including drafting correspondence, taking of minutes, arranging for the processing of government clearances, making travel arrangements and related tasks.

Main duties and responsibilities:

Duration: 57 months

Duty Station: located in the PIU office in Kigoma.

7.4.3.9 Project Driver(s)

Objectives

Under the overall responsibility of the Project Manager under day-to-day by the assigned vehicle responsible.

Duration and duty station to be determined by the Project Coordination Unit

7.5 ANNEX 5: ToR for the baseline study

7.5.1 Context of the inception phase

The objective of the inception phase is:

1. To update the situation analysis and verify if there are any changes in the project context which may affect the success of the project and require therefore changes in the intervention framework and strategy and/or implementation modalities as stipulated in the TFF.
2. To set-up a M&E capitalisation system including a M&E matrix and baseline study which will result in: (i) A sound coherent theory of change (ToC); (ii) A confirmation or improvement of the log frame (LFA) including key indicators as central element of the M&E system; (iii) An assessment of the “zero situation” at the start of the project.
3. To ensure large understanding and appropriation of the project by stakeholders.
4. To practically install the project: recruitment of TAs, appointment of project manager and focal points, procurement of main equipment and installation in offices.

The baseline study (BLS) will be executed according to the guidelines for the execution of baseline study of BTC (Q platform/rules/guidelines).

The baseline study will be executed during the inception phase. Preferably after the TA's are recruited. Participation of the project involved and other key persons/stakeholders to the baseline study is advised for reasons of efficiency and 'ownership'.

Support will be given by BTC/HQ for elaborating final ToR of the Inception Phase. The baseline study will be conducted by an external consultant in close collaboration with the national technical advisor on M&E. The baseline study will be articulated (possibly even integrated) with the M&E capitalisation framework contract (A13 and A14).

7.5.2 Objectives of the baseline study.

This consultancy has the following objectives:

- To enable the project to validate the project strategy as captured in the TFF, by producing an updated review of the context since the project formulation and a Theory of Change (ToC) for the project. The ToC shall be based on the project log frame as a starting point and will assess and validate the result chain of the project, the likelihood of achieving the intended results and objective, the assumptions, risks and pre-conditions.
- To elaborate the M&E system of the project by:
 - Elaborating the M&E matrix: confirming / identifying indicators; means of verifications; sources of information;
 - Elaborating the M&E system looking at data collection, reporting and review systems, institutional roles and responsibilities, resource requirements, computer system, etc.;
 - Establishing the appropriate indicators with their baseline values, their target values and intermediate values.
- Based on the above to give an assessment of the “zero situation” (= baseline description / baseline study).

7.5.3 General M&E approach and tasks.

The BSL consultancy is expected to develop the ToC of the project through a participatory approach to obtain in-depth inputs by the project teams and the immediate stakeholders. The assignment will therefore involve a mixed approach of independent technical review and advice and team and stakeholders process facilitation.

The BSL consultancy is an input to the overall project inception phase process. The BSL consultants will absorb the formulation study references, additional background references, and preliminary analysis and data produced by the team by then. The consultants shall fully engage the project team in the BSL process. Upon its conclusion, the project will take up the BSL output and validate it through further stakeholder restitutions.

The baseline study will be executed according the guidelines for the execution of baseline study of BTC.

The BSL shall:

1. Update the situation analysis, confirm strategic orientations of the TFF and elaborate the theory of change.

- Analyse the Logical Framework and result chain of the project and assess the likelihood of achieving the intended results (outcome) in view of the project environment (assumptions and risks), project resources, management control and dialogue processes.
 - Validate the problem analysis which is contained in the TFF. This analysis needs to be clarified with regard to internal causal linkages or effects of external drivers. Problems need to be also identified in their appropriate geographical scale.
 - Based on the LFA and the updated problem analysis, produce a Theory of Change to clarify the logic through which the intervention seeks to deliver impacts. This particularly concerns the link between the expected results and the Specific Objective of the project, the necessary preconditions and their likelihood.
2. Elaborate the strategy and monitoring framework of critical aspects to the project:
 - Regarding the governance of the value chains and its articulation with the regional governance (how to articulate value chain development and regional economic development?) as well as the evolution of power relationship along the chains;
 - Regarding whether value chain development actually contributes to LED and to improvement of smallholders livelihoods, especially women;
 - Regarding the evolution of the sharing of the profit along the chain and specifically the possible increase in value addition in Tanzania;
 - Regarding the impact of value chain development and FFS on farmers practices and on the environment (sustainable agriculture);
 - Regarding the capacity building of Districts and services providers.
 3. Make proposals for a realistic project M&E matrix and system including:
 - Analyse the quality of the performance indicators on SMARTness (Specific, Measurable, Achievable, Realistic and Time bound) as well as indicators to measure and follow up on the assumptions and risks in the project environment, and propose additional indicators in case gaps have been observed.
 - Assess the information base available to date and identify gaps.
 - Propose tasks and responsibilities related to data collection, analysis, reporting, monitoring, evaluation, knowledge management, communication;
 - Set out the internal and external calendar for M&E;
 - Establish the capacity and training needs;
 - Estimate the associated inputs and costs;
 - Establish the computer system for M&E.
 4. Conduct the baseline study:
 - Collect data to provide an objective assessment of the “zero situation”.
 - Propose quantitative targets for the project.
 - Assess the likelihood and cost-effectiveness of the proposed priorities and targets, taking into consideration the available resources (budget, team, institutional capacities) and time-frame.

7.5.4 Process of the consultancy

In order to fulfil the purposes of the BLS, a consultant will be recruited for the proposed study design, methodology and tools for implementing the BLS as indicated in the preceding sections:

- The consultants shall prepare a preliminary methodology as part of the bid submission.
- Selection of the consultant and contract award.
- Review of literature: identification report, TFF, additional studies, relevant policy documents, BTC M&E procedures, Tanzanian M&E procedures, etc.
- A detailed methodology will be prepared by the consultant upon awarding of the tender and after the review of the literature and a teleconference briefing with the PIU.
- The detailed methodology will be presented to an internal briefing workshop involving the PIU and fine-tuned based on feedback received at the briefing.
- Site visits including to the regional offices and the Districts, key local stakeholders, chain actors;
- Facilitation of BLS workshops convened by the project;
- Preparation of aide-memoire with the key conclusions and outcomes.
- Presentation of aide-memoire to an internal workshop organized by PIU;
- Submission of the report and of the M&E computerized system including the user manual.

7.5.5 Articulation with a global M&E& capitalisation framework contract

It is strongly suggested that the baseline study be part of a global M&E&capitalisation framework contract corresponding to activities A13 and A14. Allocating specific resources to M&E and capitalisation will ensure that these processes are actually done and are articulated as illustrated below.

Project year	Main task as regard support to M&E		Main tasks as regard support to capitalisation
1	Establish the M&E system: M&E matrix, tools, testing, training. Conduct the base line study. Formulate the theory of change		
2	Support to data analysis		Establish a capitalisation plan: topics, public products Training PIU and project partners on capitalisation Establish capitalisation tools:
3	Support to data analysis Articulation with the mid-term review (outsourced)		Conduct ad-hoc studies (for instance how to empower women in value chains...)
4	Support to data analysis		Internal capitalisation by PIU and project partners
5	Support to data analysis Articulation with the final evaluation (outsourced)		Production of final products (videos...)

The formulation of the theory of change (in year 1) will clarify the assumptions behind the logic of the project, the causal links expected, how one goes from inputs to outputs and impacts. This will allow identifying key areas that deserve to be capitalised. Hence a capitalisation plan will be established (in year 2). Then each year a specific mission will be conducted to support the M&E technical advisor to refine the M&E system and start analysing data. Slowly some preliminary findings will emerge leading to some ad-hoc studies. In year 4 and 5 the amount of efforts dedicated to capitalisation will increase culminating to the production of videos, publications, etc. in year 5. Yet some products will also be available as from year 3.

7.5.6 Deliverables of the Baseline study

The BLS team will deliver;

- Detailed methodology after the literature review stage and before the fielding of the mission and addressing all the conceptual and operational requirements of these TOR.
- Aide memoire at the end of the field mission for presentation at the final internal workshop. This aide-memoire will cover the key outcomes from the mission (including draft Theory of Change, M&E Matrix and Selection Criteria, baseline study) and the outputs of the district workshops.
- Draft report in English (respecting the Template 'Model BLS report) and final report upon receiving comments on the draft report. The report must make a clear distinction between: theory of change, M&E system (including user manual) and baseline study ("zero situation").

7.5.7 Composition of the Baseline study team

7.5.7.1 The baseline study team

A reference team shall support the BLS team and consists of the following members:

- In the Partner country: Members of the Project Implementation Unit in particular the M&E national technical advisor.
- In Brussels: EST advisor, OPS Advisor, M&E process manager, Governance Advisor, the BTC Gender and HIV experts.

The BLS team shall consist of the following members:

- Team Leader (with a strong background in value chain) + IT specialist
- Project M&E national TA

7.5.7.2 The consultant

The consultant (firm) shall have demonstrated capacity to implement service contracts of this scope and nature, with an excellent track record to provide quality products and deliverables in the stipulated contract period based on sound assurance and backstopping practices.

The firm will mobilise a team of two consultants with the following profiles and responsibilities.

Team leader (International Consultant with strong background in VCD and M&E)

The team leader (TL) shall be a senior expert with a postgraduate degree in a field relevant to the domain of the project. S/he shall have a solid and diverse track record both in analysis/assessment and studies /evaluation and in the actual management and delivery of relevant projects and programs.

The following experience and skills are required:

- At least fifteen years documented experience in the design, management, and implementation of projects and programs dealing with relevant domains. At least ten years of this experience shall be at senior management level.
- A documented track record of achievements in working with and/or within central and local government systems and in decentralization and devolution processes in Sub-Saharan Africa.
- Technical expertise in: VCD, business advice, FOs, local development.
- Thorough familiarity and documented achievements in DM&E practice and approaches, including developing logical frameworks, facilitating strategic planning, preparing project M&E plans, conducting evaluations.
- Proven experience with developing a ToC
- Proven experience with methods and approaches of capacity development; setting up of relevant stakeholder consultation and coordination platforms and processes and institutional learning processes; policy review processes.
- Full proficiency in written and spoken English; sound knowledge of Swahili will be a distinctive advantage.
- Documented experience in facilitation of field consultations and workshops with a variety of actors.
- Excellent communication, reporting and writing skills
- Very good hands-on knowledge of MS Word and MS Excel and IT

The expert shall have a post graduate University degree in a relevant field and a cumulative relevant professional experience of at least 12 years. The following experience is required:

- At least 10 years of relevant professional experience in a relevant field in Sub-Saharan Africa.
- Demonstrated experience of elaboration of M&E system in similar contexts.
- Demonstrated experience in designing and implementing computerized M&E.

7.6 ANNEX 6: Preliminary elements for the market survey

BUDGET

The budget should foresee at least 50.000€ for market research and consumer surveys for the first year of implementation. And eventually an additional budget of 20.000€ for year 2 and 3.

SERVICE PROVIDER

The market survey should be conducted by a consultancy/agency firm with clear expertise in market research and consumer surveys (in Tanzania and neighbouring countries) and prove experience in similar research.

TDC will provide a list of potential service providers.

FIRST INPUT ON THE SCOPE AND CONTENT, to be further developed by the ITA marketing

SCOPE

Commodities to be analysed:

- BEANS, raw and all possible transformed, processed, derived & by-products
- CASSAVA, raw and all possible transformed, processed, derived & by-products

Geographical coverage:

Rwanda (Kigali), Burundi (Ruyigi, Bujumbura), TZ other regions/main cities (Tabora, Shinyanga, Mwanza, Bukoba, Dodoma, DeS); Uganda (Masaka, Kampala, Entebbe)

First phase of research:

Analyse existing product segmentations + transformed & derived products + processed products + processors/buyers + identify opportunities for product development, new distribution channels or new product/market-segments

Second research phase:

In-depth interviews with potential processors/buyers (chose among the ones identified in first research phase) to get insight in: their image on Kigoma products (+perceived comparative advantages and disadvantages) + level of interest and buying behaviour + requirements: level of demand of cassava of national breweries, bakeries, biscuit factories, consumer chips factories, manufacturers of animal food; fisheries; eventually other interesting branches

CONTENT

<p>Market estimations</p>	<ul style="list-style-type: none"> ○ Production volume of the Kigoma + Production volume neighbouring countries and regions of Tanzania ○ Export: estimation share / volume per country ○ Total market consumption: domestic (in Kigoma region) and per destination country + other regions of Tanzania: <ul style="list-style-type: none"> ○ Is demand higher than offer or ><? Which varieties have demand > offer ○ Estimation volume ○ Estimation share formal versus informal trade ○ Segments + estimation share per segment ○ Product segmentations: (ex: fresh, dried, unpeeled, powder,...) (ex: type of varieties, canned beans) + transformed, processed & by-products ○ Customer segmentations: households, professionals ○ Specifically analyse existence and demand of organic products 																											
<p>Competitors As well for raw as for transformed products</p>	<ul style="list-style-type: none"> ○ Main competitors + best practices in Tanzania & abroad ○ Their positioning, varieties, quality perception, price level, image, certificates + comparison between products from various Tanzanian origins and Tanzanian products compared to main foreign competitors ○ Their destination countries, main markets, main segments, trade chain 																											
<p>Distribution channels</p>	<ul style="list-style-type: none"> ○ In general: ○ Is the product sufficiently well distributed at local and national level? White spots? ○ In which region / bordering countries & cities <ul style="list-style-type: none"> ○ To which countries and for what type of consumers can distribution be considered and/or improved? <p>B2B:</p> <ul style="list-style-type: none"> ○ Identification of segments & actors in segments: <ul style="list-style-type: none"> ○ Processors ○ Exporters / foreign importers ○ Main retailers, supermarkets, wholesalers, main (physical) markets ○ Their profile: positioning, products, brands, certificates, price level, main markets / sales channels + trade chain ○ Profile of their end-customers / end-consumers <p>B2C:</p> <ul style="list-style-type: none"> ○ Where do households buy the product? In what type of point of sale? ○ Are there differences between these points of sale? Which ones? 																											
<p>Trade chain</p>	<p>○ Who are the actors in the value chain? Identification of each actor: from producer to consumer. Who sells to whom?</p> <ul style="list-style-type: none"> ○ How are products distributed? List activities per step: who does what? At what level is highest added value? ○ Price decomposition and margins + evolution over the last years. Price seasonality? <table border="1" data-bbox="475 1682 1264 2011"> <thead> <tr> <th></th> <th>sales price</th> <th>margin</th> </tr> </thead> <tbody> <tr> <td>Producer</td> <td></td> <td></td> </tr> <tr> <td>Cooperative</td> <td></td> <td></td> </tr> <tr> <td>Intermediary trader</td> <td></td> <td></td> </tr> <tr> <td>Transporter</td> <td></td> <td></td> </tr> <tr> <td>Processor</td> <td></td> <td></td> </tr> <tr> <td>...</td> <td></td> <td></td> </tr> <tr> <td>Retailer</td> <td></td> <td></td> </tr> <tr> <td>Exporter</td> <td></td> <td></td> </tr> </tbody> </table>		sales price	margin	Producer			Cooperative			Intermediary trader			Transporter			Processor			...			Retailer			Exporter		
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Transporter																												
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		Importer			
		Consumer			
Market trends	Main trends (organics? Mixed flours, etc.)				
B2C Consumer profile	<ul style="list-style-type: none"> ○ Consumption moments/occasions: when do they consume preferably? ○ Places of purchase ○ Frequency of purchase ○ Purchase criteria / required advantages ○ Which quantity does one buy by purchase? ○ Preferred Products/which do consumers like less and why? Preferred flavour/taste (./. competitors) ○ Are they sensitive to promotions / to prices? If so, to which? 				
IN DEPTH INTERVIEWS B2B Customer requirements	<ul style="list-style-type: none"> ○ image on Kigoma products + perceived comparative advantages and Disadvantages of Kigoma products ○ Level of interest ○ Quality requirements: variety, size, colour, labelling, etc. ○ Required standards and certifications ○ Minimum volume ○ Packaging requirements ○ Price evolution / season ○ Supply method: means of transport, practical organisation, etc. ○ Rhythm of supply ○ Priorities 				

7.7 ANNEX 7: Possible project partners and their field of expertise

This table below is a list of the service providers met during the formulation mission with a preliminary assessment of their respective field of expertise. NB: such assessment will have to be confirmed by the study under A31 (capacity building needs assessment).

	Already present in Kigoma	Value chain mapping	Value chain development	Market linkages	Market survey	Business advice	Cooperative advice	SACCOS & VICOBA's	Farming practices	Sustainable agriculture	gender	Technology development
Faida Mali		X	X	X		X						
Match Makers Associates		X	X	X	X	X						
Mviwata	X						X		X	X	X	
Caritas	X						X		X	X	X	
World Vision Tanzania	X						X		X	X	X	
Kasulu Consortium	X								X	X	X	
Kiyado	X		X			X	X		X	X	X	
SIDO	X						X					X
TCCIA	X											
WTCC	X										X	
ASARECA			X						X	X	X	
IITA	X								X	X		X
ARDIs*	X								X	X		X
KADERES*			X	X		X	X	X				
MUCCOBS	X					X	X	X				
Churches*	X								X	X	X	
MATI*	X								X	X		
Jane Goodall/TACARE*	X					X	X	X	X	X	X	

*: These organisations were not met during the formulation mission.

From such preliminary table it is clear that organisations having experience in VCD and business advice but no roots in Kigoma such as Faida Mali and Match Makers Associates, could team up with organisations having roots in Kigoma such as MVIWATA and KIYADO. These could form the necessary consortium to provide support to chain actors

7.8 ANNEX 8: Possible synergies between BE-TAN Interventions

Some additional possible synergies identified with Be-Tan interventions implemented outside the Region. The list is not limitative and should be adapted proactively whenever necessary.

EPC-LGAP	procurement and contract management
Scholarships	<p>LGA capacity development in:</p> <ul style="list-style-type: none"> • Monitoring, Evaluation and Reporting • Opportunities and Obstacles for Development (O& OD Approach) • Strategic Leadership and Governance • Planning (including PlanRep system) • Financial Management and control (including EPICOR) • Human Resources Administration (OPRAS, HRP and PE) • Local Government Human Resources Administration system • Land use planning and management • Training on Gender Planning and Mainstreaming in NRM
Kilorwemp	<p>Community leadership</p> <p>Districts empowerment</p>
Maisha Bora (BFFS programme)	<p>O&OD, LUP</p> <p>Water point mapping</p> <p>GIS</p> <p>Water point management</p> <p>Business training</p> <p>VCD</p>
SCF	New opportunities